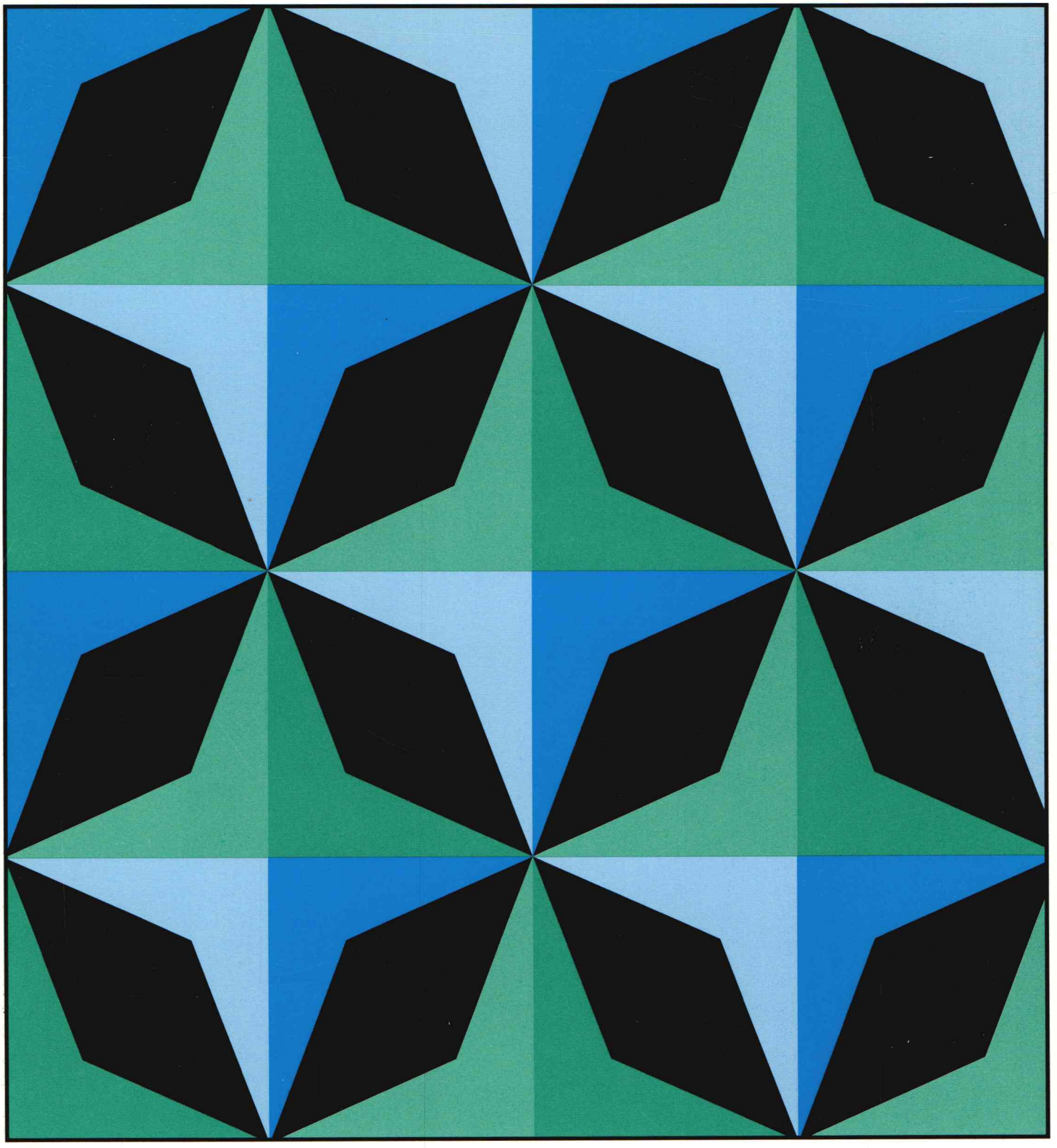
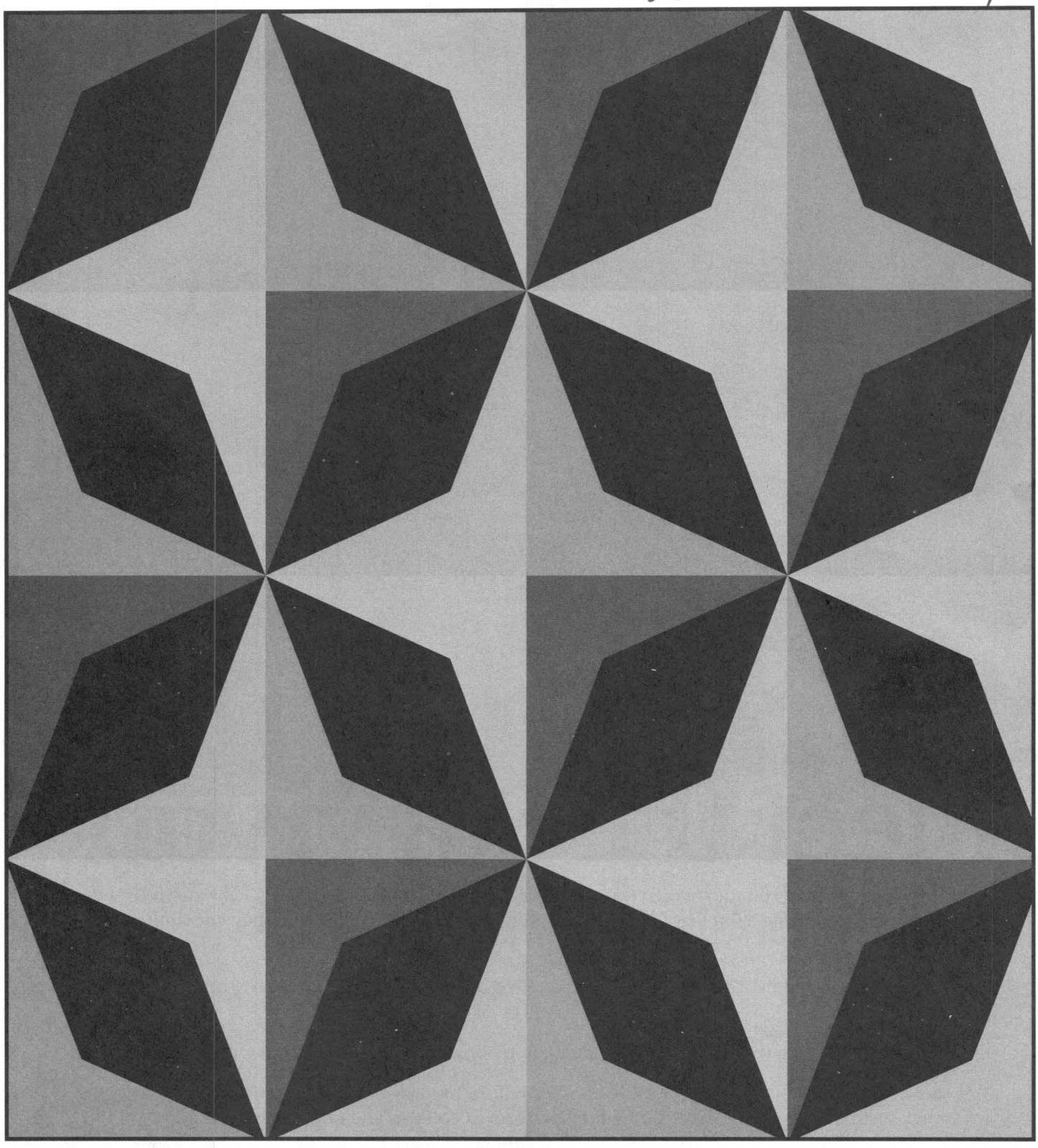


NASPA
Student Affairs Administrators
in Higher Education

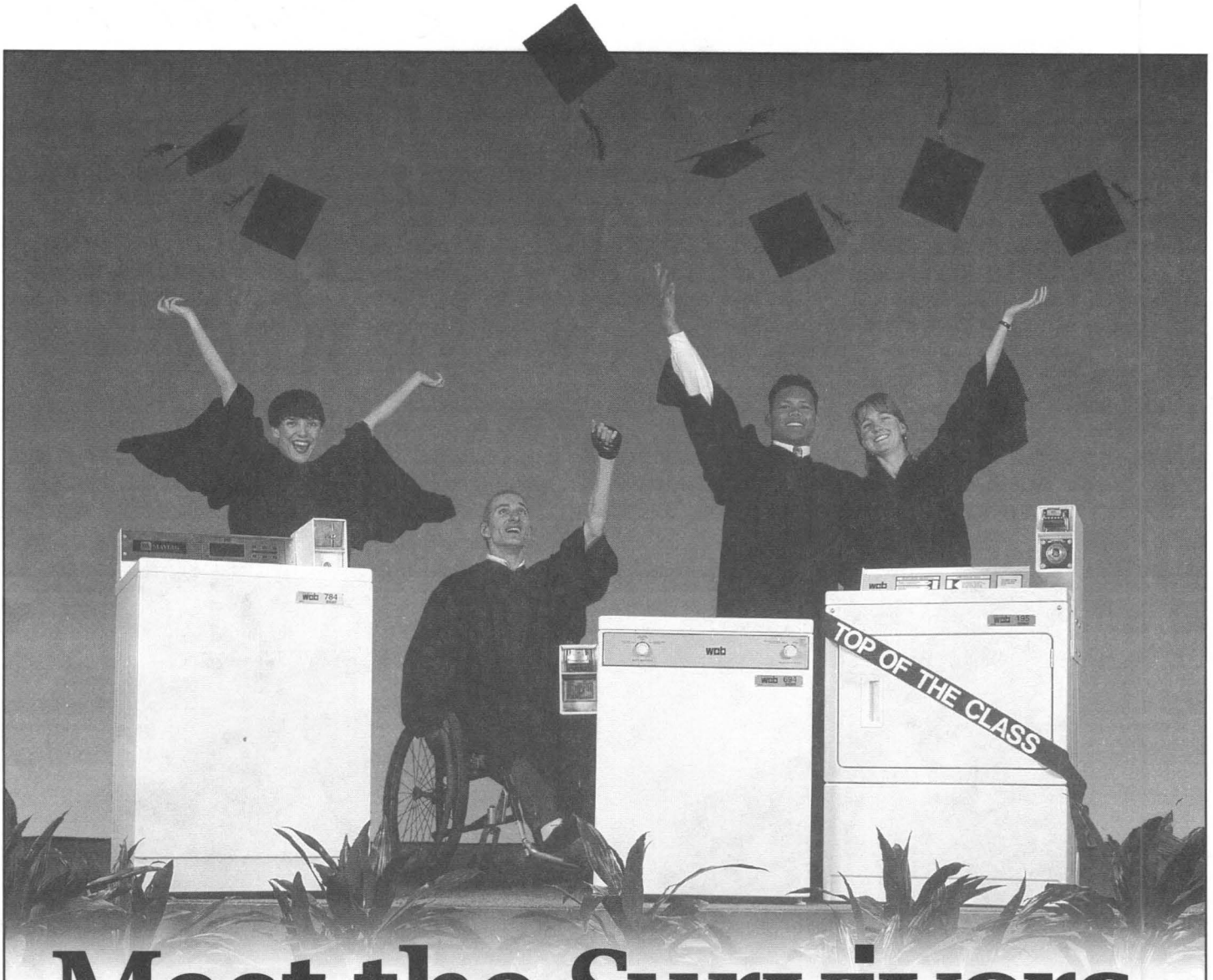
MEMBER HANDBOOK 1994–1995

R LUNARDINI



NASPA
Student Affairs Administrators
in Higher Education

MEMBER HANDBOOK 1994–1995



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All membership information contained in this directory is based on the membership files of the National Association of Student Personnel Administrators. Every effort has been made to report information as it was provided by members on their 1993–94 dues renewal forms. This directory includes information provided through June 14, 1994, and is published for the exclusive use of NASPA members.

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About NASPA

The National Association of Student Personnel Administrators (NASPA) is the leading national association for college and university student affairs administrators. Since its inception in 1918, student affairs administrators have turned to NASPA for leadership and guidance on a wide range of contemporary issues, including public policies on alcohol and substance abuse, campus dissent, and campus security; campus climate; cultural diversity; student affairs research; student service program evaluations; staff development assistance; and compliance with federal regulations.

NASPA's current mission is to enrich the educational experience of all college and university students. It serves colleges and universities by providing leadership and professional growth opportunities for senior student affairs officers and other professionals who consider higher education and student affairs issues from an institutional perspective. To carry out this mission, NASPA strives to

- Provide timely and cost-effective professional development
- Improve information and research
- Facilitate the development of a positive campus environment
- Increase its influence as an advocate for students in higher education
- Promote diversity within NASPA and the profession
- Strengthen the financial viability of NASPA
- Increase support provided to NASPA regions

With over 6,000 individual members at 1,100 member campuses, NASPA's leadership is provided by volunteers from member institutions who are elected as regional and national officers (see the directories for national and regional leadership).

NASPA Office Staff

Elizabeth M. Nuss
Executive Director

Kevin Kruger
Assistant Executive Director

Lou Ann Adams
Office Manager

Robert Ward
Program Coordinator

Sybil Walker
Publications Coordinator

Nina Habibi
Membership/Computer Services Coordinator

Rhea Barnes
Administrative Assistant

Colleen Walsh
Secretary/Receptionist

Jason Bell
Office Assistant

Generation X?

Hip Hop Generation?

13th Generation?

MTV Generation?

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A New Understanding of Today's Students

Join the National Association of Student Personnel Administrators as we explore the characteristics, life experiences, attitudes, values, and beliefs of today's college students and tomorrow's student populations. Call the NASPA office for registration materials (202/265-7500).

An Interactive Teleconference
Wednesday, October 26, 1994
1:30 - 3:30 p.m. ET

NASPA TELECONFERENCE

NASPA History

In December 1918 Robert Rienow, the dean of men at the University of Iowa, wrote a letter to Thomas Arkle Clark, dean of men at the University of Illinois, suggesting a meeting that is now recognized as the founding of the National Association of Student Personnel Administrators. The meeting was held at the University of Wisconsin in January 1919, with six men present. In attendance were three deans of men and three professors having campus interests of this type but no title.

In reporting on the first meeting, Professor Louis A. Strauss of the University of Michigan referred to it as the Conference of Deans and Advisers of Men. This label became popular and was used until 1929 when it was modified as the National Association of Deans and Advisers of Men (NADAM). The title was apt because the dean of men's title was not widespread on the American college campus at that time. Thomas Arkle Clark was the first person to claim the title in 1909, although he assumed the responsibilities in 1901.

Scott Goodnight, dean of men at the University of Wisconsin, served as host for this historic first meeting. Retroactively, he is referred to as the first president of NADAM. Actually, he was selected as chairman during the meeting, a kind of incidental formality not seen at the time as having any significance. The success of this meeting, as participants agreed, suggested that another should be held, with invitations extended to anyone who might be interested. It is clear that the second meeting was pivotal to the life of the organization. Held on the University of Illinois campus with an attendance of nine, it was decided that future meetings should occur annually on the campus of one of the members. A committee of three was named to handle arrangements. Short papers for discussion were introduced as a supplement to the informal discussions; the latter being seen by participants as the primary value in meeting.

Informal conversations concerning the role of the dean of men were extremely important to participants because many of them were recently appointed and had no firm grasp of what to expect. Dean Clark once said, "It was an untried sea upon which I was about to set sail." C.E. Edmondson, a physician who was dean of men at Indiana University, noted that when he was appointed dean of men his president talked to Dean Clark, "as perhaps he could tell me what a dean of men was." Shop talk at meetings for several years helped in this respect, there being little "theory" to consider.

Shop talk should not be equated with small talk, however, as participants regularly commented on the inspiration they received from the annual meetings. War stories from the home campus also were common, and stories were apparently colorfully told. No record of much of what went on in the long informal discussion exists; but participants were highly educated men, scholars in their own right, having strong spiritual roots and a clear idea of how young men should conduct themselves. The tools at their disposal were indeed primitive; they consulted with each other as a means of mutual education.

It was 1925 when the first piece of "research" was offered at a NADAM meeting. The summary was presented by John Bennett of Teachers College, Columbia University, and dealt with the prevalence of the office of dean of men in American colleges and universities together with the recognized duties and powers of the office. By 1928, one can find "A Statistical Study of the Relationship Between Extra Curricular Activities and Scholarship" offered by Dean Earl Miller of UCLA.

The last meeting of the '20s was the first to be conducted away from the college campus. The conference was held at the Mayflower Hotel in Washington, D.C., with 76 men attending. Members paid dues of $10.

The 1930s marked the development of the first formal constitution of NADAM. The institutional membership was established in 1932, giving each institution one vote but extending an invitation to as many representatives as an institution might wish to send. The constitution also called for a seven-man executive committee. Any educational institution was eligible for membership upon acceptance by the executive committee. Records do not reveal any rejections for membership.

In 1932, *The Counselor* made a brief and inauspicious appearance to be followed over the years with continued requests for publications. The *NASPA Journal*, as it appears today, was not introduced until 1963. In the meantime, several newsletters found their way to members, with different names at different times. Perhaps the most familiar of these was *The Breeze*.

As early as the 1920s, NADAM played a valuable placement role for its members. A network of informal contacts helped newer members become alert to job possibilities across the country. Dean Arno "Shorty" Nowotny of the University of Texas played a key role in this activity for many years. This was a valuable tool during the Depression; the placement function continues today as an important function of the association's efforts to assist its members.

The organization grew slowly, with 87 in attendance in 1939. This was somewhat disconcerting to those who enjoyed the small group informality of earlier meetings. Efforts to continue the informality were introduced, grouping deans for part of the annual conference into small/medium/large institution meetings.

Change was in the air as many deans in attendance were not called either "deans of men" or "advisers to men." A speech in 1937 by W.H. Cowley, entitled "The Disappearing Dean of Men," emphasized that change would accelerate. Among Cowley's accurate perceptions was his understanding of the emergence of the dean of students as the central officer of the future in student affairs.

One of NADAM's major preoccupations in the 1940s was World War II and its aftermath. The adaptation of campuses to the war effort is reflected in the conference minutes, as well as the problems relating to veterans once the war was over took the rest of the decade. Members still found time to comment often about the "role" problem of NADAM. Over 30 different "titles" of attending administrators were counted at one conference, suggesting a broader role for NADAM was required. The decade was noted by the presence of Armour Blackburn of Howard University, the first black administrator to participate and the only one to serve on a NADAM executive committee. In 1949, the annual meeting reached 217, passing 200 for the first time.

Dean Wesley P. Lloyd at Brigham Young University led the way in 1951 to the creation of the National Association of Student Personnel Administrators (NASPA). Having been defeated in two earlier votes (1948 and 1949), this time the recommended name change passed; nearly unanimously. This broadened the base of the association and for the first time it began actively to seek members. Until 1951 no one had ever been recruited by the association. Members were free to encourage colleagues to join but the association sent no invitations to American college campuses. The purpose of the expanded association was stated to be "to discuss and study the most effective methods of aiding students in their intellectual, social, moral, and personal development."

It was now clear that women eventually would seek membership in the organization that now promoted itself as the professional home for senior student affairs professionals and their principal assistants. Seven years later, Mary Ethel Ball, acting dean of students at the University of Colorado, became the first female "institutional representative" of NASPA. (It may be an interesting footnote to history to indicate that a Dean Blitz at the University of Minnesota is remembered as the first woman to attend a NADAM/NASPA meeting in 1926. She was a guest of Dean E.E. Nicholson when the conference met in Minneapolis.)

Women administrators did not immediately decide to participate in NASPA. The "old boy" reputation was on the one hand unfair because young administrators were always encouraged in NADAM/NASPA. Of course, historically only the "boys" were present, and women apparently were concerned about how they would fare in a previously all-male organization.

Five commissions were established at the 1951 conference to deal with substantive, ongoing issues (e.g., professional relationships, ethics, professional preparation). A secondary benefit of the commissions was in making more members able to participate in the association's activities.

The remainder of the 1950s involved the development of the commission idea, the number reaching eight by 1959, and a continuation of conferences attempting to deal directly with the dean job. Conference attendance passed 300 in 1958. Dues were increased to $25 in 1959. The dues were solely for operating expenses, as no one received any compensation for work done in behalf of the association. Informality continued as an association hallmark. It was revealed at the 1959 meeting that no one had ever seen a copy of the constitution. It was acknowledged that none had been published for several years.

The 1960s marked many changes in NASPA. For the first time outside funding was secured for a NASPA activity. NASPA was an early leader in educating members concerning drug abuse, with funding obtained from the federal government. NASPA was an active participant in the development of the Joint Statement on Rights and Freedoms of Students which the association then endorsed in 1968. From 1966 until the end of the decade and beyond, crisis was the most prominent campus issue and the most prominent association concern. Some deans were enormously successful in protecting both their campuses and rights of students, but disruption of campuses became more prevalent.

Almost unnoticed, the regionalization of NASPA occurred in the early 1960s when regional vice presidents emerged, eventually playing a dominant role in the executive committee. Seven vice presidents were elected, representing the six national accreditation regions (Region IV because of its size was divided into IV-East and IV-West). O.D. Roberts at Purdue University and Don Marsh at Wayne State University became NASPA's unpaid controllers, and in 1967 a national office was created in Detroit, Michigan.

The period 1965–75 could be called the pivotal decade for women in NASPA. Pat Cross, then of Cornell University, was the first woman appointed to the NASPA Executive Committee in 1966. Lenore Cole of American University was the first woman (and the first minority person) to be elected a regional vice president. In 1971 Chet Peters named Alice Manicur at Frostburg State College to the executive committee with a charge to establish a network with women colleagues across the nation, and to assure them that their participation would be acknowledged by the association. This was a successful effort in many ways, as today 45 percent of the NASPA membership is comprised of women. Alice Manicur eventually became the first woman president of NASPA in 1976. Six years later, Mikell O'Donnell at Ohio State University became the second woman president. Judith Chambers at the University of the Pacific was elected the third woman president in 1985. Marsha Duncan at Lehigh University served as president in 1990, and Paula Rooney at Babson College is immediate past president.

Minority members also sought a more inclusive voice during this period. The regionalization of NASPA heightened opportunities for involvement, and the executive committee used its at-large seats to give minority and women members increased national visibility. Opportunities to demonstrate leadership have led to a number of division chairs and regional vice presidencies, and in 1985 Bob E. Leach at Florida State University became NASPA's first minority president. NASPA's current president, James E. Scott of Georgia State University, is the second African-American to hold this office.

Community colleges began to make their presence felt in NASPA during the decade. George Young at Broward Community College was the first community college vice president to serve on the NASPA Executive Committee and to chair a national conference. In 1979 he became the first community college person to serve as president of NASPA. He was followed in 1981 by E.T. (Joe) Buchanan III at Tidewater Community College.

Dissatisfaction with the nominating process for NASPA presidents surfaced in the early 1970s. James R. Appleton at the University of Southern California was the first president elected in a contested race at the Philadelphia conference and James J. Rhatigan at Wichita State University was the first person elected in a mail ballot to the entire membership.

Among the hallmarks of NASPA's development was the selection of Channing M. Briggs as part-time controller in 1970, and the moving of the national office to Portland State University in that same year. Channing Briggs eventually became a full-time executive secretary with a small staff, and in 1975 was named the first executive director of NASPA. The Briggs period marked an important period both in growth and in the professional sophistication of NASPA as an organization.

Upon Briggs' retirement in 1981, Richard F. Stevens became the second executive director, and the national office was moved to Ohio State University. In 1985 the association voted to move its headquarters to Washington, D.C., and in June 1987 Elizabeth M. Nuss, dean of undergraduate life at Indiana University, succeeded Stevens as executive director.

Today NASPA has a Board of Directors, 1,080 institutional members and some 7,000 members, seven regions with active programs, and a bright future. Perhaps all of this is due to six deans of students meeting in Madison, Wisconsin, 76 years ago.

JAMES J. RHATIGAN, NASPA Historian
Vice President for Student Affairs and Dean of Students
Wichita State University

Past Presidents of NASPA

1993–94
Paula M. Rooney

1992–93
Joan Claar

1991–92
Dennis C. Golden

1990–91
Marsha Duncan

1989–90
Dudley Woodard

1988–89
Thomas Goodale

1987–88
Larry Ebbers

1986–87
Judith M. Chambers

1985–86
Bob E. Leach

1984–85
Richard J. Correnti

1983–84
Edward H. Hammond

1982–83
R. Mikell O'Donnell

1981–82
E.T. "Joe" Buchanan

1980–81
Lyle A. Gohn

1979–80
George W. Young

1978–79
Donald V. Adams

1977–78
Arthur Sandeen

1976–77
Alice R. Manicur

1975–76
James J. Rhatigan

1974–75
James R. Appleton

1973–74
John L. Blackburn

1972–73
Thomas B. Dutton

1971–72
Chester E. Peters

1970–71
Earl W. Clifford

1969–70
Mark W. Smith

1968–69
O.D. Roberts

1967–68
Carl W. Knox

1966–67
Edmund G. Williamson

1965–66
Glen T. Nygreen

1964–65
Victor R. Yanitelli

1963–64
James McLeod

1962–63
J.C. Clevenger

1961–62
Fred J. Weaver

1960–61
William S. Guthrie

1959–60
H. Donald Winbigler

1958–59
Fred H. Turner

1957–58
Donald M. Dushane

1956–57
Frank C. Baldwin

1955–56
John H. Hocutt

1954–55
John H. Stibbs

1953–54
Robert M. Strozier

1952–53
Victor F. Spathelf

1951–52
A. Blair Knapp

1950–51
Wesley P. Lloyd

1949–50
L.K. Neidinger

1948–49
J.H. Newman

1947–48
E.L. Cloyd

1946–47
Arno Nowotny

1944–46
Earl J. Miller

1943–44
J.H. Julian

1942–43
Joseph A. Park

1941–42
L.S. Corbett

1940–41
J.J. Thompson

1939–40
J.F. Findlay

1937–39
D.H. Gardner

1936–37
Dabney S. Lancaster

1935–36
William E. Alderman

1934–35
B.A. Tolbert

1933–34
H.E. Lobdell

1932–33
C.E. Edmonson

1931–32
W.I. Moore

1930–31
W.L. Sanders

1929–30
J.W. Armstrong

1928–29
G.B. Culver

1927–28
Scott H. Goodnight

1926–27
Floyd Field

1925–26
C.R. Melcher

1924–25
Robert Rienow

1923–24
J.A. Bursley

1922–23
Stanley Coulter

1921–22
Edward E. Nicholson

1920–21
Thomas A. Clark

1919–20
Scott H. Goodnight

Nominations for President-Elect

Nominations are received annually for NASPA president-elect. Any current member of NASPA may nominate someone for president-elect. The deadline for receipt of nominations is November 1 of each year.

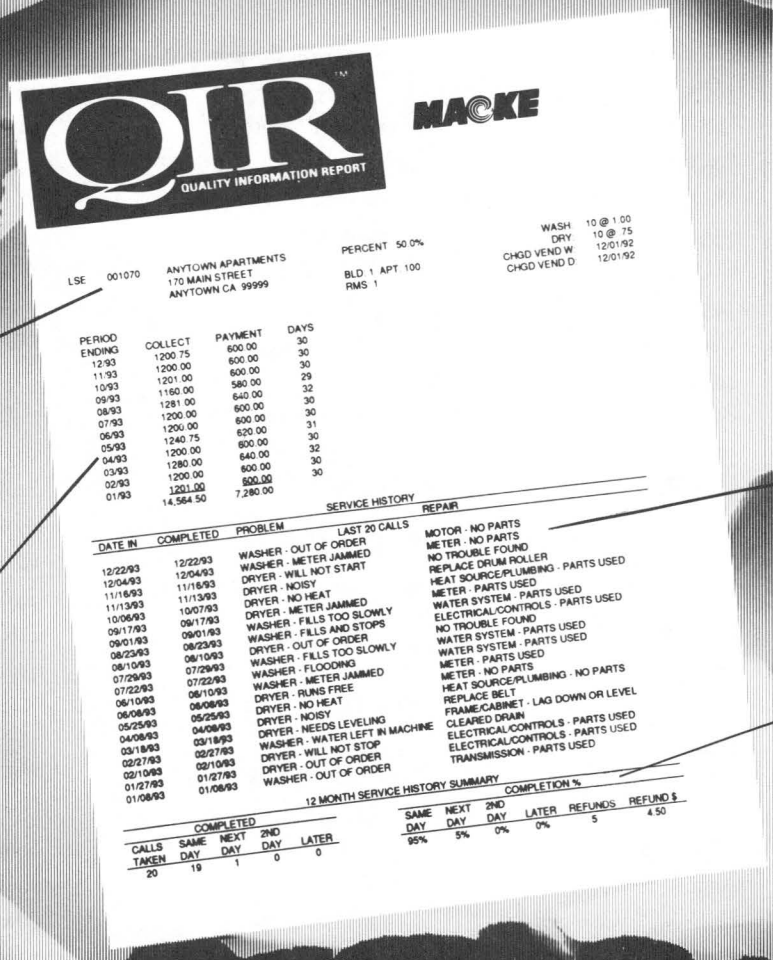
Nominations should include a letter of nomination describing the nominee's achievements and contributions and a resume. Nominations should be sent to the NASPA office.

The president-elect performs duties as directed by the president or the Board of Directors, and serves as chair or a member of designated standing committees of the association. The president-elect assumes office as president during the business meeting of the following year.

Nominees for this position must be current voting delegates or professional affiliate NASPA members. The Nominations and Resolutions Committee of the board selects the candidates.

Voting delegates and professional affiliates receive mail ballots for president-elect in January.

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DRY 10 @ .75
CHGD VEND W 12/01/92
CHGD VEND D 12/01/92

PERIOD ENDING	COLLECT	PAYMENT	DAYS
12/93	1200.75	600.00	30
11/93	1200.00	600.00	30
10/93	1201.00	600.00	30
09/93	1160.00	580.00	29
08/93	1281.00	640.00	32
07/93	1200.00	600.00	30
06/93	1200.00	600.00	30
05/93	1240.75	620.00	31
04/93	1200.00	600.00	30
03/93	1280.00	640.00	32
02/93	1200.00	600.00	30
01/93	1201.00	600.00	30
	14,564.50	7,280.00	

SERVICE HISTORY

LAST 20 CALLS

DATE IN	COMPLETED	PROBLEM	REPAIR
12/22/93	12/22/93	WASHER - OUT OF ORDER	MOTOR - NO PARTS
12/04/93	12/04/93	WASHER - METER JAMMED	METER - NO PARTS
11/16/93	11/16/93	DRYER - WILL NOT START	NO TROUBLE FOUND
11/13/93	11/13/93	DRYER - NOISY	REPLACE DRUM ROLLER
10/06/93	10/07/93	DRYER - NO HEAT	HEAT SOURCE/PLUMBING - PARTS USED
09/17/93	09/17/93	DRYER - METER JAMMED	METER - PARTS USED
09/01/93	09/01/93	WASHER - FILLS TOO SLOWLY	WATER SYSTEM - PARTS USED
08/23/93	08/23/93	WASHER - FILLS AND STOPS	ELECTRICAL/CONTROLS - PARTS USED
08/10/93	08/10/93	DRYER - OUT OF ORDER	NO TROUBLE FOUND
07/29/93	07/29/93	WASHER - FILLS TOO SLOWLY	WATER SYSTEM - PARTS USED
07/22/93	07/22/93	WASHER - FLOODING	WATER SYSTEM - PARTS USED
06/10/93	06/10/93	WASHER - METER JAMMED	METER - PARTS USED
06/08/93	06/08/93	DRYER - RUNS FREE	METER - NO PARTS
05/25/93	05/25/93	DRYER - NO HEAT	HEAT SOURCE/PLUMBING - NO PARTS
04/08/93	04/08/93	DRYER - NOISY	REPLACE BELT
03/18/93	03/18/93	DRYER - NEEDS LEVELING	FRAME/CABINET - LAG DOWN OR LEVEL
02/27/93	02/27/93	WASHER - WATER LEFT IN MACHINE	CLEARED DRAIN
02/10/93	02/10/93	DRYER - WILL NOT STOP	ELECTRICAL/CONTROLS - PARTS USED
01/27/93	01/27/93	DRYER - OUT OF ORDER	ELECTRICAL/CONTROLS - PARTS USED
01/08/93	01/08/93	WASHER - OUT OF ORDER	TRANSMISSION - PARTS USED

12 MONTH SERVICE HISTORY SUMMARY

COMPLETED				
CALLS TAKEN	SAME DAY	NEXT DAY	2ND DAY	LATER
20	19	1	0	0

COMPLETION %					
SAME DAY	NEXT DAY	2ND DAY	LATER	REFUNDS	REFUND $
95%	5%	0%	0%	5	4.50

LEASE DETAILS
Lease number, location, commission rate, vending price, number of buildings, laundry rooms and apartments are covered.

COLLECTIONS
Included are all collections, commissions paid and the number of days since last collection.

SERVICE
Service calls are listed in chronological order and broken down by date of call, problem, repair performed and date completed.

PERFORMANCE
Total number of service calls taken and the percentages of completed calls by same day, next day or later. Refund information is also provided, broken down by total number and amount dispersed.



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Revised and Annotated Bylaws of the National Association of Student Personnel Administrators

ARTICLE I. MEMBERSHIP

SECTION 1. General Rights and Powers. Except as may otherwise be provided by law, the Articles of Incorporation of the Association or these Bylaws, the number, qualifications, rights, privileges, dues, fees, responsibilities, and the provisions governing the withdrawal, suspension and expulsion of members shall be determined by the Board of Directors. Except as may otherwise be required by law, the Articles of Incorporation of the Association or these Bylaws, any right of members to vote and any right, title or interest in or to the Association, its properties and franchises, shall cease and divest upon termination of membership, except that the liability of a member for sums due the Association shall survive such termination unless otherwise expressly provided by the Board of Directors.

SECTION 2. Classes of Membership. The Association shall have three classes of membership, which shall be Institutional, Individual Affiliate and Subscribing.

SECTION 3. Qualification and Rights of Institutional Membership. Any institution of higher education which offers a program of study applicable toward an associate, baccalaureate, or a higher degree, and which is fully accredited, or has an application for accreditation pending with the appropriate regional accrediting agency, may apply for membership. An individual unit of a university or a state or principal system of higher education is eligible to be an Institutional Member if the unit is designated as an operationally separate institution by the appropriate regional accrediting association, or by the appropriate governmental agency. An institution becomes an Institutional Member of the Association upon submitting an application and receiving the affirmative vote of a majority of the members of the Membership Committee and upon payment of dues. Each Institutional Member shall have one vote on each matter submitted to a vote by action of the Board of Directors or as otherwise provided in these Bylaws. Such vote shall be cast only by a Professional Affiliate of such Institutional Member officially designated by the Institutional Member as its Voting Delegate and representative. The individual designated as Voting Delegate may only cast one vote on any matter. All other rights, obligations and powers shall be as provided in Section 1 of this Article.

SECTION 4. Qualification and Rights of Individual Affiliate Membership. Individual Affiliate membership shall be open to the categories listed below. Individual Affiliate membership is subject to payment of dues, and approval by the Executive Director, whose decision is subject to review by the Membership Committee. Affiliate Members shall have voting rights as specifically provided by these Bylaws. All other rights, obligations and powers shall be as provided in Section 1 of this Article. The categories of individual affiliation are:

i. Professional Affiliate:
Administrators of student affairs and faculty at member institutions. Professional Affiliates receive full membership services and are eligible for election or appointment to national or regional offices, divisions, and committees.

ii. Associate Affiliate:
(1) student affairs administrators on a nonmember college or university campus;
(2) professional staff members of educationally related groups;
(3) administrators of student affairs or those engaged in professional work related to student affairs, who are employed in postsecondary institutions which are not eligible for membership; and
(4) others upon approval by the Membership Committee.

iii. Faculty Affiliate:
Full-time teaching faculty at nonmember institutions.

iv. Student Affiliate:
Matriculated graduate students recommended by a Professional Affiliate and certified by the Professional Affiliate not to be full-time employees (as defined by the institution) of any institution.

v. Emeritus Affiliate:
Former voting delegates, professional affiliates, or associate affiliates who are officially designated as retired by their institutions and who are no longer employed full time in higher education.

SECTION 5. Qualification and Rights of Subscribing Membership. Subscribing Membership is available to individuals, organizations, manufacturers or suppliers of goods and services that operate for profit and support the policies, purposes, and activities of the Association, educational associations, governmental agencies, and other non-profit groups. Subscribing membership is subject to approval by the Executive Director, subject to review by the Membership Committee.

ARTICLE II. REGIONS

SECTION 1. Regions. The regions from which the Vice Presidents are elected shall consist of the following states, countries, territories, or provinces:

i. Region I—Connecticut, Maine, Atlantic Provinces of Canada, Massachusetts, New Hampshire, Rhode Island, Vermont, Quebec.

ii. Region II—Canal Zone, Delaware, District of Columbia, Maryland, New Jersey, New York, Pennsylvania, Puerto Rico, Virgin Islands, West Virginia.

iii. Region III—Alabama, Florida, Georgia, Kentucky, Louisiana, Mexico, Mississippi, North Carolina, South Carolina, Tennessee, Texas, Virginia, The Family Islands (Bahamas).

iv. Region IV—East—Illinois, Indiana, Iowa, Michigan, Minnesota, Ohio, Ontario, Wisconsin.

v. Region IV—West—Arkansas, Colorado, Kansas, Manitoba, Missouri, Nebraska, New Mexico, North Dakota, Oklahoma, Saskatchewan, South Dakota, Wyoming.

vi. Region V—Alaska, Alberta, British Columbia, Idaho, Montana, Nevada, Oregon, Utah, Washington.

vii. Region VI—Arizona, California, Guam, Hawaii.

viii. Member institutions located beyond the territorial limits of the United States and Canada shall be assigned by the Board of Directors to the most proximate region.

SECTION 2. Region Representatives. Representatives of the institutions within a region may meet at their discretion, or when requested by the Vice-President of the region, to discuss issues related to their institutions or to recommend action to be taken.

ARTICLE III. MEETINGS OF MEMBERS

SECTION 1. Annual Meeting. There shall be an annual business meeting of members at which the general business of the Association shall be transacted. The annual business meeting shall be held when and where the Board of Directors shall from time to time determine. In connection with the annual business meeting, there shall be an annual conference of members which focuses on the needs of the chief student affairs officers and deputies, other student affairs administrators, other educators, graduate students, and individuals who have a professional interest in student affairs administration.

SECTION 2. Special Meetings. Special meetings of the members shall be called upon the majority vote of the Board of Directors, or upon written petition delivered to the Secretary signed by not less than one-quarter of the members entitled to vote at such meeting.

SECTION 3. Notice. Written notice stating the place, date and hour of any meeting of members shall be delivered, either personally or by regular mail, to each member entitled to vote at such meeting, not less than ten (10) days or more than one-hundred twenty (120) days before the date of such meeting, by or at the direction of the Secretary. In the case of a special meeting or when required by statute or these Bylaws, the purpose or purposes for which the meeting is called shall be stated in the notice. Inclusion of a notice of meeting in a newsletter or other publication addressed and timely mailed to each member shall constitute notice under this Section.

SECTION 4. Quorum. At the annual business meeting, a quorum shall consist of a majority of the Voting Delegates then in good standing registered or represented by proxy at the annual conference. If there shall be less than a quorum present, a majority of those present may adjourn the meeting from time to time without further notice.

SECTION 5. Proxies. At any meeting of the members, a member entitled to vote may do so by proxy executed in writing. Proxies may confer general voting rights, or they may be limited to prescribed action on a particular issue. Designation of proxies to be exercised at the annual business meeting shall be in writing and received by the Executive Director no later than the official opening day of the annual conference. Proxies shall be Voting Delegates or Professional Affiliates who shall cast not more than one proxy each.

SECTION 6. Manner of Acting. A majority of the votes cast by the members eligible to vote who are present or represented by proxy shall be necessary for the adoption of a matter voted upon unless a greater proportion is required by law or these Bylaws. The meetings of members of the Association may be conducted according to the procedures specified in the most recent edition of Robert's Rules of Order. The presiding individual at any meeting may appoint a parliamentarian to advise the presiding individual on parliamentary matters.

SECTION 7. Written Consent. Any action which must be, or may be, taken at a meeting of the members or directors may be taken without a meeting if a consent in writing, setting forth the action so taken, shall be signed by all of the members or directors entitled to vote.

ARTICLE IV. OFFICERS

SECTION 1. Officers. The officers of the Association shall be a President, President-Elect, Past-President, and regionally elected Vice Presidents, who shall be elected in accordance with these Bylaws, and a Secretary, Treasurer and such other subordinate officers as the Board of Directors may from time to time appoint or authorize the President to appoint. Any two or more offices may be held by the same person, except the offices of President and Secretary. The Executive Director shall not, by virtue of such capacity, be considered an officer of the Association, but may be appointed an officer by the Board of Directors.

SECTION 2. Qualifications. All elected officers shall be Professional Affiliates and all officers shall take office at the conclusion of the business meeting of the annual meeting.

SECTION 3. Election and Term of Office. The Board of Directors shall at every annual meeting elect the Secretary, Treasurer and such other officers as the Board shall by resolution have authorized. Each officer will hold office until his or her successor will have been duly elected or qualified.

SECTION 4. Removal. Any officer elected or appointed by the Board of Directors may be removed by the Board of Directors, upon the vote of two-thirds of the Directors then in office, whenever, in its judgment, the best interests of the Corporation would be served thereby, but such removal will be without prejudice to the contract rights, if any, of the officer so removed.

SECTION 5. Vacancies. Unless otherwise provided in these Bylaws, a vacancy in any office because of death, resignation, removal, disqualification or otherwise, may be filled by the Board of Directors for the unexpired portion of the term.

SECTION 6. President. Following a term of one year as President-Elect, the President-Elect shall succeed to the office of President. The President shall serve as chief executive officer for a term of one year.

The President is empowered to appoint such ad hoc committees as deemed necessary for specific functions. Such committees shall continue to exist only for the term of office of the appointing President, but may be reappointed by his/her successor.

The President shall perform such duties as are normally associated with the office of President; preside at all regular and special national meetings; preside at all meetings of the Board of Directors, and the Executive Committee thereof; and serve as an ex officio member of all committees.

SECTION 7. President-Elect. The President-Elect shall be elected for a term of one year by Voting Delegates and Professional Affiliates, shall succeed automatically to the office of President for a term of one year, and shall assume the responsibilities of the Presidency in the absence or incapacity of the President.

The President-Elect shall perform duties as directed by the President or Board of Directors, shall serve as chair or member of various standing committees as designated elsewhere in these Bylaws, and shall be responsible for planning for the Association.

The Nominations Committee shall be responsible for soliciting nominations for the position of President-Elect. Recommendations for this position shall be solicited by mail from each affiliate of the Association at least thirty days in advance of the committee's consideration of these nominations. At least two (2) nominees shall be presented for election. A simple majority is required for election. If more than two (2) candidates are presented on the ballot, a run-off election may be required between the two individuals receiving the largest number of votes. The President-Elect shall be elected by mail ballot prior to the annual meeting by the Voting Delegates and Professional Affiliates.

In the event the President-Elect assumes the responsibilities of the President as a result of the resignation or incapacity of that officer, the functions of the President-Elect shall be performed by the Vice Presidents as designated by the Board of Directors, and the Board shall promptly schedule and conduct an election to fill any vacancies created thereby.

SECTION 8. Regional Vice Presidents. Seven Regional Vice Presidents shall be elected, one from each of the seven Regions as defined in Article II. The Vice Presidents from Regions I, III, IV-West, and VI shall be elected to take office in even-numbered years; the Vice Presidents from Regions II, IV-East, and V shall be elected to take office in odd-numbered years. The term of Vice President is two years. The Regional Vice President must be a Professional Affiliate in the electing region at the time of election and throughout the two-year term. Vice Presidents shall not be eligible to succeed themselves; provided, however, that a Regional Vice President serving the unexpired term of a predecessor shall be eligible for nomination for one succeeding full term.

A Regional Vice President is responsible for the following functions:

i. Representing the region at meetings of the Board of Directors.

ii. Coordinating regional activities and acting as official spokesman for the Association in the region.

iii. Serving as the official representative of the Association at meetings of other associations in the region, when requested by the President or Board of Directors.

iv. Informing members and affiliates within the region of activities by regular communications or meetings.

v. Planning and conducting regional activities which may be scheduled at the annual meeting.

vi. Strengthening membership in the Association by serving on the Membership Committee.

The Regional Vice Presidents shall be elected by mail ballot prior to the annual meeting. All regional Voting Delegates, Professional Affiliates, and Faculty Affiliates shall be eligible to vote in their specific regional elections. At least two (2) nominees shall be presented to the regional membership for election so there will be a successor if a resignation occurs.

A simple majority is required for election. If more than two candidates are presented on the ballot, a run-off election may be required between the two individuals receiving the largest number of votes. In the event a Regional Vice President resigns or becomes incapacitated, or is removed, the candidate for Vice President receiving the next highest number of votes shall be invited to succeed that Vice Presidency. If that candidate does not succeed to the Vice Presidency, the Board of Directors shall specify the process for selection of the Regional Vice President.

Regions may choose to elect a Vice President-Elect to serve in the Region for the year prior to assuming the Regional Vice Presidency. In this case, nomination and election of the Regional Vice President-Elect will occur according to the above process the year before assuming the Regional Vice Presidency.

SECTION 9. Secretary. The Secretary shall keep the minutes of all meetings of the Board including all votes and resolutions adopted, and shall record all such documents and actions in a book kept for that purpose. The Secretary shall issue notices of all meetings, shall see to the filing of all reports required by governmental authorities, and shall perform such other functions and duties as the Board may from time to time prescribe. The Board of Directors may appoint and empower such Assistant Secretaries as shall be required to carry out the purpose of this section.

SECTION 10. Treasurer. The Treasurer shall have custody of all funds, securities and assets of the Association. The Treasurer shall secure the keeping of full and accurate account of Association's receipts and disbursements, and ensure that all monies and other assets are deposited in the name of the Association in such depositories or through such fiscal agents as the Board may from time to time prescribe. The Treasurer shall oversee the disbursement of the funds and assets of the Association as ordered by the Board of Directors, and shall provide an accounting of all transactions at each regular meeting of the Board and at the Annual Meeting of the members. The Board of Directors may appoint and empower such Assistant Treasurers as shall be required to carry out the purpose of this section.

SECTION 11. Surety. The Board of Directors may require the President, Treasurer or any other officer to furnish such surety as it may from time to time determine.

SECTION 12. Compensation of Officers. Officers may be paid such reasonable compensation as the Board of Directors may from time to time authorize and direct, except that no officer who is a member of the Board may receive any compensation for services rendered in his or her capacity as a Director except as otherwise provided in these Bylaws.

ARTICLE V. BOARD OF DIRECTORS

SECTION 1. General Powers. The property, business and affairs of the Association shall be managed by its Board of Directors in accordance with these Bylaws and the purposes of the Association. The powers of the Board of Directors include, but are not limited to, the following:

i. Direction of the business of the Association during the period between annual meetings.

ii. Approval of the annual Association budget, the investment policy, and special expenditures.

iii. Approval of the program content of the annual conference.

iv. Approval of an annual audit of the financial transactions of the Association.

v. Approval of policy recommendations submitted by the Divisions.

vi. Approval of all contractual relationships with foundations, governmental agencies, or other professional organizations.

vii. Approval of all copyright arrangements.

viii. Approval of the agenda for the annual business meeting.

ix. Maintenance and publication of an accurate record of the proceedings of the annual business meeting.

x. Preparation of proposed changes to the Articles of Incorporation, Bylaws, or dues structure, and the rationale for such changes.

xi. Maintenance of an active roster of members of the Association assigned to committees and to other groups as representatives of the Association. Continuation of all assignments shall be subject to review and recall by the Board of Directors.

xii. Establishment of publication policies and responsibility for quality control of all publications.

SECTION 2. Number and Qualifications. The members of the initial Board of Directors shall be those persons named in Article Eight of the Articles of Incorporation of the Association, who shall serve until their successors shall be elected or appointed and qualified, in conformance with these Bylaws. The Board of Directors shall consist of the President, President-Elect, Immediate Past-President, seven Regional Vice Presidents, four Division Directors, two Members At-Large, and Conference Chair, each of whom shall have one vote, and the Executive Director, who shall have no vote. The term of office begins at the close of the annual business meeting.

SECTION 3. Conference Chair. The Conference Chair shall serve for a term of one year, following a term as Conference Chair-Designate. The Conference Chair shall be responsible for planning and directing the annual conference, subject to approval of the Board of Directors, shall prepare and submit a budget for the annual conference to be included in the budget of the Association, and shall carry out such other duties as may be specified. The Conference Chair is appointed by the Board of Directors upon the recommendation of the President-Elect. IP45,45

SECTION 4. Division Directors. The President shall appoint four Division Directors to serve on the Board of Directors for a term of two years, subject to the approval of the Board of Directors. Division Directors shall not succeed themselves; provided, however, that a Division Director serving an unexpired term of a predecessor shall be eligible for appointment for one succeeding two-year term.

SECTION 5. Members At-Large. The President shall appoint two Members At-Large to serve on the Board of Directors for one year, subject to the approval of the Board of Directors. A Member At-Large may only be appointed to one additional term on the Board.

SECTION 6. Vacancies. Vacancies shall be filled by majority vote of the remaining members of the Board of Directors for the unexpired term.

SECTION 7. Quorum. A majority of the Directors then in office shall constitute a quorum for the transaction of any business at any meeting of the Board of Directors. If at any meeting of the Board there shall be less than a quorum of Directors present, a majority of those Directors present may adjourn the meeting from time to time without further notice.

SECTION 8. Meetings. Regular meetings of the Board of Directors shall be held at such place and time as may be designated by resolution of the Board, or as may be specified in the notice of the meeting. Special meetings may be held at any time upon the call of the President or upon written request signed by two thirds of the Directors and submitted to the Secretary. Written notice of special meetings shall be given to each Director not less than one day before such meeting. Notice need not be given of regular meetings of the Board of Directors held at times fixed by resolution of the Board of Directors. Meetings may be held at any time without notice if all the Directors are present, or if at any time before or after the meeting those not present waive notice of the meeting in writing.

SECTION 9. Waiver of Notice. Any Director may waive notice of any meeting by a written statement executed either before or after the meeting. Attendance at a meeting shall constitute a waiver of notice thereof, except where attendance is for the express purpose of objecting to the call or convening of the meeting.

SECTION 10. Manner of Acting. Except as otherwise expressly required by law, the Articles of Incorporation of the Association or these Bylaws, the act of a majority of the Directors present at a duly noticed meeting at which a quorum is present shall be the act of the Board of Directors.

SECTION 11. Compensation. No Director shall receive any compensation for his or her services in such capacity, except that the Board may by resolution provide for the reimbursement of actual expenses incurred in the performance of the duties of Director, including for example such expenses for travel, lodging, meals, postage, photocopying, and long distance telephone calls.

ARTICLE VI. COMMITTEES

SECTION 1. Committees of Directors. The Board of Directors, by resolution adopted by a majority of the Directors in office, may designate and appoint one or more committees, each of which shall consist of two or more Directors, which committees, to the extent provided in said resolution, shall have and exercise the authority of the Board of Directors in the management of the Association; provided, however, that no such committee shall have the authority of the Board of Directors in reference to amending, altering or repealing these Bylaws; electing, appointing or removing any member of any such committee or any Director or officer of the Association; amending the Articles of Incorporation of the Association; adopting a plan of merger or adopting a plan of consolidation with another corporation; authorizing the sale, lease, exchange or mortgage of all or substantially all of the property and assets of the Association; authorizing the voluntary dissolution of the Association or revoking proceedings therefor; adopting a plan for the distribution of the assets of the Association; or amending, altering or repealing any resolution of the Board of Directors which by its terms provides that it shall not be amended, altered or repealed by such committee. The designation and appointment of any such committee and the delegation thereto of authority shall not operate to relieve the Board of Directors, or any individual Director, of any responsibility imposed upon it, him or her by law.

SECTION 2. Executive Committee. There shall be an Executive Committee of the Board of Directors which shall consist of the President, President-Elect, and the Past-President. The Executive Director shall serve ex officio and shall not vote. The Executive Committee shall have such powers and shall perform such duties as the Board may delegate to it by resolution from time to time. Any action duly taken by the Executive Committee within the course and scope of its authority shall

be binding upon the Association. The Executive Committee may be abolished and reinstated at any time by the vote of a majority of the whole Board of Directors, and during the course of the committee's existence, the membership thereof may be increased or decreased and the authority and duties of the Committee changed by the Board of Directors as it may deem appropriate.

SECTION 3. Standing Committees. The President, upon assuming office, shall appoint and set the responsibilities of the following standing committees with the approval of the Board of Directors:

i. Selections Committee: Shall consist of the President-Elect who shall serve as chair, two Members at-large, and one Regional Vice President.

ii. Membership Committee: Shall consist of the President-Elect who shall serve as chair, the Past-President, the Executive Director (ex officio), and the seven Regional Vice Presidents.

iii. Nominations Committee: Shall consist of the incumbent Regional Vice Presidents and the three most recent Past-Presidents who wish to participate. The most recent Past-President shall serve as chair.

The Board may appoint such additional standing committees as it may from time to time determine. At its option the Board of Directors may appoint persons to these committees who are not Board members. Such committees shall be chaired by Board members and shall meet at the call of their respective Chairs, upon reasonable notice.

SECTION 4. Committees of Members. Other Committees may be established and charged in such manner as may be designated by resolution adopted by a majority of the Directors present at a meeting at which a quorum is present. Except as otherwise provided in such resolution, members of each such committee need not be Directors of the Association, and the President of the Association shall appoint the members thereof, and may remove any such member whenever in the President's judgment the best interest of the Association shall be served by such removal.

SECTION 5. Term of Office. Each member of a committee shall continue as such until the next annual meeting of the Board of Directors and until his or her successor is appointed, unless the committee shall be sooner terminated, or unless such member be removed from such committee or unless such member shall cease to qualify as a member thereof.

SECTION 6. Chair. One member of each committee shall be appointed Chair by the President of the Board of Directors except as otherwise provided in these Bylaws or by Board resolution.

SECTION 7. Vacancies. Vacancies in the membership of any committee may be filled by appointments made in the same manner as provided in the case of the original appointments. Vacancies shall be filled by the President in consultation with the Selections Committee, and the Board. Consultation shall include a determination of those constituencies to be represented.

SECTION 8. Quorum. Unless otherwise provided in the resolution of the Board of Directors designating a committee, a majority of the whole committee shall constitute a quorum and the act of the majority of the members present at a meeting at which a quorum is present shall be the act of the committee

ARTICLE VII. DIVISIONS

SECTION 1. Composition of the Divisions. The Board of Directors by resolution shall establish no less than three Divisions to foster and implement the purposes of the Association. As far as possible, the Divisions shall include regional representatives nominated by respective Regional Vice Presidents in consultation with the Division Director, approved by the Selections Committee and the Board of Directors.

SECTION 2. Division Directors. Each Division shall have a Director. Normally, the terms of Directors shall be staggered so as to ensure continuity among Divisions. The Director of each Division shall be appointed by the President with the approval of the Board of Directors, and shall serve for a term of two years. Division Directors shall not succeed themselves; provided, however, that a Division Director serving an unexpired term of a predecessor shall be eligible for appointment for one succeeding two-year term. Vacancies shall be filled by the Board of Directors. The Board of Directors by resolution shall determine the responsibilities of the Division Directors.

ARTICLE VIII. EXECUTIVE DIRECTOR

SECTION 1. Terms of Employment. The Board of Directors shall employ an Executive Director pursuant to an agreement. The Executive Director shall be appointed upon the majority vote of the Board of Directors and shall serve at the pleasure of the Board. A decision to terminate the employment of the Executive Director shall require two-thirds majority vote of the total Board of Directors. Vacancies in the position of Executive Director may be filled by interim appointment by the President until the next meeting of the Board of Directors.

SECTION 2. Responsibilities of the Executive Director. The Executive Director shall direct and execute all decisions of the Board of Directors, and shall perform such other duties as the Board may from time to time prescribe or authorize. The foregoing duties shall include, but not be limited to, the hiring and discharge of employees to fill such positions as the Board may from time to time authorize; the execution of contracts or other instruments on behalf of the Association as the Board may authorize; maintenance of membership records; and the signing of checks, drafts or other orders for payment of money provided that the Board may, by resolution, provide that such checks, drafts or other orders for payment above such amount as may be specified in the resolution shall require the countersignature of one or more specified officers of the Association. The Executive Director shall furnish the Board with an operating and financial report at each regular and special meeting thereof.

ARTICLE IX. DUES AND CHARGES

SECTION 1. Membership Dues. The dues for all categories of members may be established only by the Board of Director. The Board of Directors may authorize an annual dues adjustment not to exceed the percentage change in the Consumer Price Index (CPI) for the previous year. Adjustments in excess of the CPI are subject to the affirmative vote of a majority of the Voting Delegates returning a mail ballot. The proposed dues adjustment in excess of the Consumer Price Index must be mailed to the office Voting Delegate at each member institution at least thirty (30) days prior to the ballot deadline. Ballots must be returned on or before the deadline date stated on the ballot.

ARTICLE X. HISTORIAN

SECTION 1. Historian. The President shall appoint a historian to chronicle the history of the Association. Such appointment shall be reported

to the Board of Directors. The Historian shall serve until a President requests the Historian's resignation, or until the Historian resigns.

ARTICLE XI. ADDITIONAL PROVISIONS

SECTION 1. Non-Discrimination. The Association shall not discriminate on the basis of race, creed, gender, age, national origin, sexual orientation, or physical disability in the administration of its policies on membership, programs, services, publications, and employment.

SECTION 2. Member Resolution Process. A member resolution is an instrument expressing the opinion, will, and intent of the Association Voting Delegates. Endorsement of a resolution by the delegate body constitutes a directed call for Board of Directors consideration. A resolution is distinct from a motion which results in the approval or disapproval of a proposed Association rules. The Board of Directors bears the responsibility to deliberate on approved resolutions and to report their disposition to the delegate body.

The procedure for submitting resolution proposals is as follows:

i. A draft of a proposed resolution may be submitted in writing to the appropriate Regional Vice President or to the President-Elect prior to the opening date of the conference.

ii. Resolution proposals may be submitted to the Board of Directors any time during the conference prior to the annual business meeting.

iii. Resolutions may be presented to the membership from the floor under "new business" during the annual business meeting.

SECTION 3. Indemnification. The Corporation shall have the power to indemnify its officers, directors, employees and agents, and such other persons as designated by the Board of Directors, to the full extent permitted by law.

SECTION 4. Books and Records. The Association shall keep correct and complete books and records of account and shall also keep minutes of the proceedings of its Board of Directors and committees having any of the authority of the Board of Directors, and shall keep at its registered or principal office a record giving the names and addresses of the members of its Board of Directors, and shall keep at its registered or principal office in the District of Columbia a record of the names and addresses of members entitled to vote.

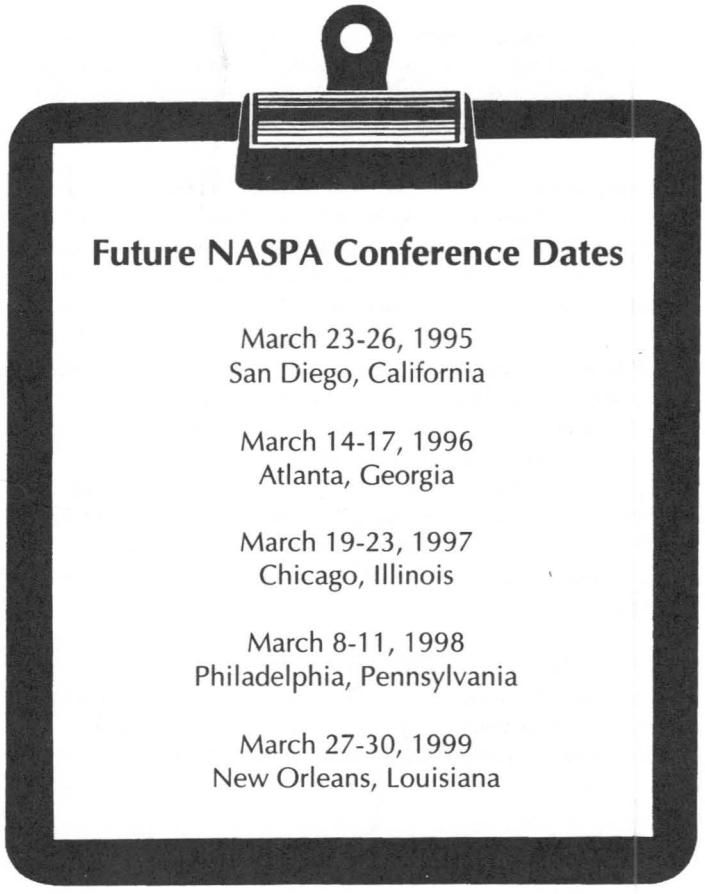
SECTION 5. Notice. Whenever under the provisions of these Bylaws, the Articles of Incorporation of Corporation or statute, notice is required to be given to a Director, committee member or officer, such notice shall be given in writing, by mail or express delivery service, with postage or express delivery charges thereon prepaid, to such person at his or her address as it appears on the records of the Corporation. Such notice shall be deemed to have been given when mailed or delivered to the express delivery service. Notice may also be given by telegram, telex or telephone, and will be deemed given when received, if followed by a writing mailed on the same day or the next day.

SECTION 6. Telephone Meetings. Any one or more Directors or members of a committee may participate in a meeting of the Board or committee by means of a conference telephone or similar telecommunications device which allows all persons participating in the meeting to hear each other and such participation in a meeting shall be deemed presence in person at such meeting.

SECTION 7. Fiscal Year. The fiscal year of the Association shall be established by resolution of the Board of Directors.

SECTION 8. Amendment. These Bylaws may only be amended by the affirmative vote of two-thirds of those Voting Delegates returning a mail ballot on or before the deadline stated on the ballot. Proposed amendments must be mailed to the official Voting Delegate at each member institution at least thirty (30) days prior to the ballot return deadline date.

SECTION 9. Scope of Bylaws. The Bylaws of this Association are intended to govern all activities, operations, and organizational units. No region, unit, division, or other Association entity shall establish policy, procedures or guidelines which are not consistent with these documents. The Board of Directors is authorized by the membership to decide all questions regarding bylaw intent, purpose, or interpretation.



Standards of Professional Practice

The National Association of Student Personnel Administrators (NASPA) is an organization of colleges, universities, agencies, and professional educators whose members are committed to providing services and education that enhance student growth and development. The association seeks to promote student personnel work as a profession which requires personal integrity, belief in the dignity and worth of individuals, respect for individual differences and diversity, a commitment to service, and dedication to the development of individuals and the college community through education. NASPA supports student personnel work by providing opportunities for its members to expand knowledge and skills through professional education and experience. The following standards were endorsed by NASPA at the December 1990 board of directors meeting in Washington, D.C.

1. Professional Services
Members of NASPA fulfill the responsibilities of their position by supporting the educational interests, rights, and welfare of students in accordance with the mission of the employing institution.

2. Agreement with Institutional Mission and Goals
Members who accept employment with an educational institution subscribe to the general mission and goals of the institution.

3. Management of Institutional Resources
Members seek to advance the welfare of the employing institution through accountability for the proper use of institutional funds, personnel, equipment, and other resources. Members inform appropriate officials of conditions which may be potentially disruptive or damaging to the institution's mission, personnel, and property.

4. Employment Relationship
Members honor employment relationships. Members do not commence new duties or obligations at another institution under a new contractual agreement until termination of an existing contract, unless otherwise agreed to by the member and the member's current and new supervisors. Members adhere to professional practices in securing positions and employment relationships.

5. Conflict of Interest
Members recognize their obligation to the employing institution and seek to avoid private interests, obligations, and transactions which are in conflict of interest or give the appearance of impropriety. Members clearly distinguish between statements and actions which represent their own personal views and those which represent their employing institution when important to do so.

6. Legal Authority
Members respect and acknowledge all lawful authority. Members refrain from conduct involving dishonesty, fraud, deceit, and misrepresentation or unlawful discrimination. NASPA recognizes that legal issues are often ambiguous, and members should seek the advice of counsel as appropriate. Members demonstrate concern for the legal, social codes and moral expectations of the communities in which they live and work even when the dictates of one's conscience may require behavior as a private citizen which is not in keeping with these codes/expectations.

7. Equal Consideration and Treatment of Others
Members execute professional responsibilities with fairness and impartiality and show equal consideration to individuals regardless of status or position. Members respect individuality and promote an appreciation of human diversity in higher education. In keeping with the mission of their respective institution and remaining cognizant of federal, state, and local laws, they do not discriminate on the basis of race, religion, creed, gender, age, national origin, sexual orientation, or physical disability. Members do not engage in or tolerate harassment in any form and should exercise professional judgment in entering into intimate relationships with those for whom they have any supervisory, evaluative, or instructional responsibility.

8. Student Behavior
Members demonstrate and promote responsible behavior and support actions that enhance personal growth and development of students. Members foster conditions designed to ensure a student's acceptance of responsibility for his/her own behavior. Members inform and educate students as to sanctions or constraints on student behavior which may result from violations of law or institutional policies.

9. Integrity of Information and Research
Members ensure that all information conveyed to others is accurate and in appropriate context. In their research and publications, members conduct and report research studies to assure accurate interpretation of findings, and they adhere to accepted professional standards of academic integrity.

10. Confidentiality
Members ensure that confidentiality is maintained with respect to all privileged communications and to educational and professional records considered confidential. They inform all parties of the nature and/or limits of confidentiality. Members share information only in accordance with institutional policies and relevant statutes when given the informed consent or when required to prevent personal harm to themselves or others.

11. Research Involving Human Subjects
Members are aware of and take responsibility for all pertinent ethical principles and institutional requirements when planning any research activity dealing with human subjects. (See *Ethical Principles in the Conduct of Research with Human Participants*, Washington, D.C.: American Psychological Association, 1982.)

12. Representation of Professional Competence
Members at all times represent accurately their professional credentials, competencies, and limitations and act to correct any misrepresentations of these qualifications by others. Members make proper referrals to appropriate professionals when the member's professional competence does not meet the task or issue in question.

13. Selection and Promotion Practices
Members support nondiscriminatory, fair employment practices by appropriately publicizing staff vacancies, selection criteria, deadlines, and promotion criteria in accordance with the spirit and intent of equal opportunity policies and established legal guidelines and institutional policies.

14. References
Members, when serving as a reference, provide accurate and complete information about candidates, including both relevant strengths and limitations of a professional and personal nature.

15. Job Definitions and Performance Evaluation
Members clearly define with subordinates and supervisors job responsibilities and decision-making procedures, mutual expectations, accountability procedures, and evaluation criteria.

16. Campus Community
Members promote a sense of community among all areas of the campus by working cooperatively with students, faculty, staff, and others outside the institution to address the common goals of student learning and development. Members foster a climate of collegiality and mutual respect in their work relationships.

17. Professional Development
Members have an obligation to continue personal professional growth and to contribute to the development of the profession by enhancing personal knowledge and skills, sharing ideas and information, improving professional practices, conducting and reporting research, and participating in association activities. Members promote and facilitate the professional growth of staff and they emphasize ethical standards in professional preparation and development programs.

18. Assessment
Members regularly and systematically assess organizational structures, programs, and services to determine whether the developmental goals and needs of students are being met and to assure conformity to published standards and guidelines such as those of the Council for the Advancement of Standards for Student Services/Development Programs (CAS). Members collect data which include responses from students and other significant constituencies and make assessment results available to appropriate institutional officials for the purpose of revising and improving program goals and implementation.

FOR NASPA MEMBERS ONLY . . .

Selected Jossey-Bass Titles At a Discount!

The Chief Student Affairs Officer: Leader, Manager, Mediator, Educator
by Arthur Sandeen
Gain valuable insights into the purpose, goals, and functions of the senior student affairs officer.
$22.95 NASPA members

The Handbook of Student Affairs Administration
by Margaret J. Barr and Associates
For student affairs practitioners at all levels, this comprehensive book offers specific guidelines, strategies, and practical advice on how to effectively manage and administer the student affairs of diverse college and university campuses.
$36.00 NASPA members

How College Affects Students
by Ernest T. Pascarella and Patrick T. Terenzini
The authors synthesize 20 years of empirical research and over 2,600 studies, distilling what is known about how students change and benefit as a result of attending college.
$33.95 NASPA members

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Awards Nominations

Each year, NASPA honors prominent higher education and student affairs leaders for their contributions.

The Selections and Awards Committee recommends award nominees to the NASPA Board of Directors for their approval. Upon approval, the awards are presented at NASPA's annual awards luncheon which takes place during the national conference.

Fred Turner Award for Outstanding Service to NASPA

Named in honor of one of NASPA's most distinguished past presidents (1958-59) and former senior student affairs officer at the University of Illinois, this award honors NASPA members who have demonstrated continuous NASPA membership for 10 or more years and who have served in a leadership role at the state, regional, or national level of NASPA.

Any member of NASPA may nominate someone for this award (current NASPA board members are not eligible for this award). Nominations should include a letter of nomination, a resume, and no more than five letters of support describing the nominee's achievements. Materials should be submitted to the NASPA office, to the attention of the Selections and Awards Committee.

Deadline: November 1

Melvene D. Hardee Dissertation of the Year

This award encourages high-quality research relevant to student affairs administration. It is awarded to an outstanding doctoral student in, or intending to enter, student affairs work. Nominees must have completed their dissertations and had their degrees conferred no more than 12 months prior. NASPA conferred this award for the first time in 1977. However, in 1986, NASPA named this award in honor of Melvene D. Hardee, professor emerita at Florida State University, in recognition of her commitment to advanced graduate students and her accomplishments and contributions to higher education and student affairs.

Nominees for this award must submit a completed application form, a release form signed by a professor, and an abstract of the dissertation. For application materials, nominees may contact Nancy E. Kane, Associate Dean for Student Academic Affairs, College of Arts and Sciences, C113 College Hall, George Mason University, 4400 University Drive, Fairfax, VA 22030; (703) 993-8725.

Deadline: October 1

Outstanding Contribution to Higher Education

This award is reserved for one who has rendered service in programs, policies, or research that has made a national impact; and who has contributed to the broad reach of higher education.

Any member of NASPA may nominate someone for this award (current NASPA board members are not eligible for this award). Nominations should include a letter of nomination, a resume, and no more than five letters of support describing the nominee's achievements. Materials should be submitted to the NASPA office, to the attention of the Selections and Awards Committee.

Deadline: November 1

Outstanding Contribution to Literature or Research

Nominees for this award must demonstrate professional commitment to student affairs administration. Their literature and/or research will be judged by how well student affairs practitioners use it. The literature and/or research should be applicable to national use and not restricted to local or regional application. (This award is not intended as recognition of publication or research sponsored by or under the auspices of NASPA.)

Any member of NASPA may nominate someone for this award (current NASPA board members are not eligible for this award). Nominations should include a letter of nomination, a resume, and no more than five letters of support describing the nominee's achievements. Materials should be submitted to the NASPA office, to the attention of the Selections and Awards Committee.

Deadline: November 1

President's Award

The President's Award is a special recognition given to a college or university president who has, over a sustained period of time, advanced the quality of student life on campus by supporting student affairs staff and programs. Nominees must show evidence of direct involvement in enhancing the quality of student life on campus, active attempts to involve students and student life staff in governing the institution, and demonstrable contributions to the profession which have an impact beyond an individual campus.

Nominations must consist of a letter of nomination by the senior student affairs officer and no more than five additional letters of support. One of the letters of support must come from a recognized student leader.

Deadline: November 1

Robert H. Shaffer Award for Academic Excellence as a Graduate Faculty Member

Established in 1986, this award honors the contributions of Robert H. Shaffer, dean and professor emeritus at Indiana University. This award is given to a tenured faculty member who is teaching full time in a graduate preparation program in student affairs. Nominees must be a personal inspiration to graduate students, have served on doctoral committees, have distinguished records of scholarly achievement, including publication in relevant literature, and made significant contributions to professional associations.

Any member of NASPA may nominate someone for this award (current NASPA board members are not eligible for this award). Nominations should include a letter of nomination, a resume, and no more than five letters of support describing the nominee's achievements. Materials should be submitted to the NASPA office, to the attention of the Selections and Awards Committee.

Deadline: November 1

Scott Goodnight Award for Outstanding Performance as a Dean

This award is given to a dean who has demonstrated sustained professional service in student affairs work, high-level competency in administrative skills, innovative response in meeting students' varied and emerging needs, effectiveness in developing junior staff members, and leadership in community and university affairs. This award recipient must have also earned stature among and support of students, faculty, and fellow administrators on his or her campus and made significant contributions to the field through publications or professional involvement. This award honors NASPA's founding president (1919-20) and former dean of men at the University of Wisconsin.

Nominations may be made by individual NASPA members. In addition, each region may make a recommendation to the committee through its regional vice president. Current NASPA board members are not eligible for this award. Nominations should include a letter of nomination, a resume, and no more than five letters of support describing the nominee's achievements. Materials should be submitted to the NASPA office, to the attention of the Selections and Awards Committee.

Deadline: November 1

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1993—Sue D. Weitz
1992—Thomas Goodale
1991—Larry H. Ebbers
1990—Wayne Carlisle
1989—Judith M. Chambers
1988—Dorothy J. Keller*
1987—Peggy Elder
1986—John J. Koldus
1985—E.T. Buchanan III; Mickell O'Donnell
1984—Donald V. Adams
1983—Arthur Sandeen; Mildred K. Carlson
1982—Alice R. Manicur
1981—Channing M. Briggs
1980—James R. Appleton; James J. Rhatigan
1979—Carl W. Knox
1978—Preston Parr
1977—Chester E. Peters
1976—Earle W. Clifford
1975—Jack C. Clevenger; Richard Hulet
1974—Peter Armacost
1972—John E. Hocutt; Donald DuShane; O.D. Roberts

Melvene D. Hardee Dissertation of the Year
1994—Patricia A. Somers
1993—Donna M. Talbot
1992—Kathe Taylor
1991—Debora L. Liddell
1990—Marilyn J. Deppe
1989—Gregory S. Blimling
1988—Tullisse A. Murdock
1987—Mary K. Desler
1986—Marlesa A. Roney
1985—Randy E. Hyman
1984—Marcia Baxter-Magolda
1983—Edward F.D. Spencer
1982—Elizabeth M. Nuss
1981—D. Stanley Carpenter, Jr.
1980—Terry E. Williams
1979—Alexander F. Smith
1978—Louise D. Baker
1977—Barry L. Jackson

Outstanding Contribution to Higher Education Award
1994—Johnnetta B. Cole
1993—Arnold L. Mitchem
1992—Ernest Boyer
1991—Robert H. Atwell
1990—Clifton R. Wharton, Jr.
1988—Richard P. Keeling
1987—Martha Peterson
1986—Leonard H.O. Spearman
1985—A. Dallas Martin, Jr.
1984—Representative Carl Perkins
1983—Senator Claiborne Pell
1982—Father Theodore Hesburgh
1981—Rosemary Park
1980—Elizabeth Greenleaf*
1979—Emily Taylor
1978—Clark Kerr
1977—Roger W. Heyns
1976—Melvene D. Hardee
1974—The Chronicle of Higher Education
1973—Walter F. Johnson
1972—Arthur Wright Chickering; Edith Green
1969—Robert H. Shaffer

Outstanding Contribution to Literature or Research Award
1994—Arthur E. Levine
1993—C. Robert Pace
1992—John H. Schuh
1991—Jacqueline Fleming
1990—Ursula Delworth
1989—Nancy K. Schlossberg
1988—Ernest T. Pascarella
1987—George D. Kuh
1986—Margaret J. Barr
1985—Donald D. Gehring; Parker Young
1984—John M. Whiteley
1983—C. Gilbert Wrenn
1982—Jossey-Bass Publishers
1981—Howard R. Bowen
1980—Burns B. Crookston*
1978—Kate Hevner Mueller
1977—Change Magazine; Ruth Strang*
1976—Alexander and Helen Astin
1975—Theodore M. Newcomb; R. Nevitt Sanford
1972—K. Patricia Cross
1968—E.G. Williamson

President's Award
1994—Aubrey K. Lucas
1993—Robert L. Albright
1992—Donald C. Swain

Robert H. Shaffer Award
1994—George D. Kuh
1993—Robert D. Brown
1992—Theodore Miller; Esther M. Lloyd Jones*
1990—Donald Gehring
1989—Gerald L. Saddlemire
1988—Melvene D. Hardee
1987—Louis Stamatakos

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1993—Alice R. Manicur
1992—Donald Adams
1991—John J. Koldus III
1990—Carl E. Anderson; Arthur Sandeen
1989—Jo Anne J. Trow; Glen T. Nygreen
1988—James W. Lyons
1987—James J. Rhatigan
1986—William L. Thomas
1985—Thomas Edwards; John D. Jones
1984—Banks C. Talley; John W. Truitt
1983—Robert Etheridge
1982—Howard Crosby; Lyle Edmison
1981—David L. Harris
1980—Byron Atkinson; Robert W. Chick
1979—Everett M. Chandler
1978—John L. Blackburn
1976—Thomas B. Dutton
1975—James E. Foy
1974—Jean B. Walton
1973—Robert H. Shaffer
1972—Arleigh Williams
1971—William Tate
1970—Armour J. Blackburn; John U. Monro
1968—Fred H. Turner
1966—William H. Cowley; Esther M. Lloyd Jones

* Received award posthumously

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Vice President, Student Affairs
Georgia State University
University Plaza
Atlanta, GA 30303
Phone: (404) 651-3010
Fax: (404) 651-3157
E-mail: VPSJES@GSUVM1.GSU.EDU

PRESIDENT-ELECT

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Vice President, Student Affairs
Florida State University
313 Westcott Bldg., R-5
Tallahassee, FL 32306
Phone: (904) 644-5590
Fax: (904) 644-6297
E-mail:
JOND@NWFSLN03.MAIL.UFL.EDU

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Paula M. Rooney
Vice President, Student Affairs
Babson College
Babson Park, MA 02157
Phone: (617) 239-4218
Fax: (617) 239-5567
E-mail: ROONEY@BABSON.EDU

EXECUTIVE DIRECTOR

Elizabeth M. Nuss
NASPA
1875 Connecticut Avenue, NW
Suite 418
Washington, DC 20009
Phone: (202) 265-7500
Fax: (202) 797-1157
E-mail: LNUSS@NASPA.ORG

1995 CONFERENCE CHAIR

Sue D. Weitz
Vice President, Student Life
Gonzaga University
E. 502 Boone
Spokane, WA 99258
Phone: (509) 328-4220, ext. 4100
Fax: (509) 484-2818
E-mail: WEITZ@GU.GONZAGA.EDU

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Connecticut, Maine, Atlantic Provinces of Canada and Quebec, Massachusetts, New Hampshire, Rhode Island, Vermont
Jack Warner
Dean of Student Affairs
Bristol Community College
777 Elsbree Street
Fall River, MA 02720
Phone: (508) 678-2811, ext. 2244
Fax: (508) 678-2811, ext. 2470

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Canal Zone, Delaware, District of Columbia, Maryland, New Jersey, New York, Pennsylvania, Puerto Rico, Virgin Islands, West Virginia
Pamela M. Bischoff
Vice President for Student Affairs
Ramapo College of New Jersey
505 Ramapo Valley Road
Mahwah, NJ 07430
Phone: (201) 529-7457
Fax: (201) 529-6709
E-mail:
PBISCHOF@ULTRIX.RAMAPO.EDU

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Cheryl M. Callahan
Associate Vice Chancellor, Student Affairs
University of North Carolina—Greensboro
147 Mossman
Greensboro, NC 27412
Phone: (910) 334-5099
Fax: (910) 334-4007
E-mail: CALLAHAN@IRIS.UNCG.EDU

Region IV-East
Illinois, Indiana, Iowa, Michigan, Minnesota, Ohio, Ontario, Wisconsin
Carmen Witt
Dean of Students
University of Wisconsin
P.O. Box 413
Milwaukee, WI 53201
Phone: (414) 229-4577
Fax: (414) 229-5347
E-mail:
CARMEN.WITT@MAIL.OS.UWM.EDU

Region IV-West
Arkansas, Colorado, Kansas, Manitoba, Missouri, Nebraska, New Mexico, North Dakota, Oklahoma, Saskatchewan, South Dakota, Wyoming
Nancy A. Scott
Vice President, Student Affairs
University of Northern Colorado
Carter Hall 3005
Greeley, CO 80639
Phone: (303) 351-2303
Fax: (303) 351-1870
E-mail:
NSCOTT@MAIL.UNIVNORTHCO.EDU

Region V
Alaska, Alberta, British Columbia, Idaho, Montana, Nevada, Oregon, Utah, Washington
Richard Stenard
Dean of Student Affairs
Eastern Oregon State College
Inlow Hall, Room 115
1410 L Avenue
La Grande, OR 97850
Phone: (503) 962-3635
Fax: (503) 962-3849
E-mail: STENARDD@EOSC.OSSHE.EDU

Region VI
Arizona, California, Guam, Hawaii
Doris M. Ching
Vice President, Student Affairs
University of Hawaii
2444 Dole Street, Bachman Hall 207
Honolulu, HI 96822
Phone: (808) 956-8753
Fax: (808) 956-9219
E-mail:
VPSA_CHING@MVAX.MSO.HAWAII.EDU

MEMBERS AT-LARGE

Larry G. Benedict
Dean of Homewood Student Services
Johns Hopkins University
118 Merryman Hall
3400 No. Charles Street
Baltimore, MD 21218
Phone: (410) 516-7875
Fax: (410) 516-4495
E-mail: BENEDICT@JHUVM.HCF.JHU.EDU

Theresa A. Powell
Vice President, Student Affairs
Western Michigan University
1201 Oliver Street
Kalamazoo, MI 49008
Phone: (616) 387-2152
Fax: (616) 387-2554
E-mail: THERESA.POWELL@WMICH.EDU

DIVISIONS

Career Development and Professional Standards
Richard A. Hudson
Dean of Students
Florida Institute of Technology
150 W. University Blvd.
Melbourne, FL 32901
Phone: (407) 768-8000, ext. 8134
Fax: (407) 728-3041
E-mail: HUDSON@ROO.FIT.EDU

Research and Program Development
Karl J. Beeler
Associate Vice Chancellor, Student Affairs
University of Missouri
8001 Natural Bridge Road
St. Louis, MO 63121
Phone: (314) 553-5211
Fax: (314) 553-6535
E-mail: SKJBEEL@UMSLVMA.UMSL.EDU

Member Services
Linda Kuk
Vice President, Student Affairs
Rochester Institute of Technology
44 Lomb Memorial Drive
Rochester, NY 14623
Phone: (716) 475-2267
Fax: (716) 475-7065
E-mail: LSKVSA@ISC.RIT.EDU

Networks and Projects
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Phone: (207) 581-1430
Fax: (207) 581-3628
E-mail:
JOHN_HALSTEAD@-
ADMIN.UMEAD.MAINE.EDU

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Higher Education Program
Bowling Green State University
330 Education Bldg.
Bowling Green, OH 43403
Phone: (419) 372-7305
E-mail: DGEHRIN@ANDY.BGSU.EDU

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James J. Rhatigan
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Wichita State University
Box 8, Dean of Students Office
Wichita, KS 67280
Phone: (316) 689-3020

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E. 502 Boone
Spokane, WA 99258
Phone: (509) 328-4220, ext. 4100
Fax: (509) 484-2818
E-mail: WEITZ@GU.GONZAGA.EDU

Programs
Tom Miller
Vice President for Student Affairs
Canisius College
2001 Main Street
Buffalo, NY 14208
Phone: (716) 888-2130
Fax: (716) 888-3190
E-mail: MILLER@CANISIUS.BITNET

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Director of Student Life and Development
California State University
5280 No. Jackson
Fresno, CA 93740
Phone: (209) 278-2741
Fax: (209) 278-7786
E-mail: TOM_BOYLE@CSUFRESNO.EDU

Local Arrangements
Jill Halvaks
Director, New Student Services
University of California
209 Administration
Irving, CA 92717
Phone: (714) 856-7759
Fax: (714) 725-3090
E-mail: JHALVAKS@UCI.EDU

Career Resources
Dennis Murphy
Associate Dean of the College
Gettysburg College
P.O. Box 399
Gettysburg, PA 17325
Phone: (717) 337-6900
Fax: (717) 337-6906
E-mail: DMURPHY@GETTYSBURG.EDU

Time and Space
Penny Wills
Dean of Student Development
Portland Community College
P.O. Box 19000
Portland, OR 97280
Phone: (503) 244-6111, ext. 5292
Fax: (503) 240-5370
E-mail: PWILLS@CC.PCC.EDU

Promotion/Publication
Michael J. Segawa
Assistant Director for Residential Life
University of Washington
L3 Lander Hall, HL-10
Seattle, WA 98105
Phone: (206) 543-6709
Fax: (206) 543-4046
E-mail: SEGAWA@U.WASHINGTON.EDU

Jean Hernandez
Director, Center for Career Services
University of Washington
301 Loew Hall, FH-30
Seattle, WA 98195
Phone: (206) 543-9109
Fax: (206) 543-3783
E-mail:
HERNANDZ@U.WASHINGTON.EDU

Major Speakers
Michael Jackson
Dean of Students
Stanford University
323 Old Union
Stanford, CA 94305
Phone: (415) 723-2733
Fax: (415) 725-6227
E-mail:
CR.MLJ@FORSYTHE.STANFORD.EDU

Assistant to the Conference Chair
Stefan Weitz
Gonzaga University
MSC 481
Spokane, WA 99258
Phone: (509) 328-4220, ext. 2274
Fax: (509) 484-2818
E-mail: SWEITZ@GONZAGA.EDU

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Phone: (802) 862-3665

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25 Bishop Place
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Phone: (908) 932-7747

Term Expires 1995

Ronald M. Aaron
Associate Dean for Student Development
CUNY—Baruch College
Box 304
17 Lexington Avenue
New York, NY 10010
Phone: (212) 447-3500

Renee Barnett
Dean
University of California, San Diego
Revelle College
9500 Gilman Drive
La Jolla, CA 92093
Phone: (619) 534-3493

Michael A. Cappeto
Dean of the College
Colgate University
13 Oak Drive
Hamilton, NY 11346
Phone: (315) 824-7425

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Vice President for Student Affairs
Florida State University
313 Westcott Bldg., R-5
Tallahassee, FL 32306
Phone: (904) 644-5590

Alice Drum
Vice President for Educational Services
Franklin and Marshall College
P.O. Box 3003
Lancaster, PA 17604-3003
Phone: (717) 291-4000

James M. Lancaster
Assistant Vice Chancellor for Student Affairs
University of North Carolina at Greensboro
141 Mossman Bldg.
Greensboro, NC 27412-5001
Phone: (910) 334-5513

Paul L. Moore
Vice President for Student Affairs
California State University-Chico
First and Normal
Chico, CA 95929
Phone: (916) 898-6131

Gary M. Penfield
Vice President for Student Affairs
Rhode Island College
600 Mount Pleasant Avenue
Providence, RI 02908
Phone: (401) 456-8123

Robert Rice
Director/Freshman Year Program
University of Hawaii at Hilo
523 W. Lanikaula Street
Hilo, HI 96720
Phone: (808) 933-3379

Judy L. Rogers
Associate Professor
Miami University
Department of Educational Leadership
350 McGuffey Hall
Oxford, OH 45056
Phone: (513) 529-6825

Mary Ellen Sailer
Special Assistant to the Vice Chancellor for Student Affairs
University of Massachusetts
319 Whitmore
Amherst, MA 01003
Phone: (413) 545-2300

Elizabeth J. Whitt
Assistant Professor of Higher Education
Iowa State University
N243 Lagomarcino Hall
Ames, IA 50011
Phone: (515) 294-9550

Term Expires 1996

Kathleen Allen
Vice President for Student Development
College of St. Benedict
37 South College Avenue
St. Joseph, MN 56374-2099
Phone: (612) 363-5601

William Bracewell
Director, Office of Judicial Programs
University of Georgia
210 Academic Bldg.
Athens, GA 30602-6115
Phone: (706) 542-1131

D. Stanley Carpenter
Associate Professor of Educational Administration
Texas A&M University
Educational Administration Dept., TAMU
College Station, TX 77843-4226
Phone: (409) 845-2706

Rod Crafts
Dean of Student Affairs
Brandeis University
P.O. Box 9110
Waltham, MA 02254
Phone: (617) 736-3600

Joe L. Davis
Counseling Department, *chair*
University of Nebraska at Omaha
Kayser Hall 421-F
60th & Dodge
Omaha, NE 68182
Phone: (402) 554-2727

Elizabeth B. Griego
Dean of Student Affairs and Research
Samuel Merritt College
370 Hawthorne Avenue
Oakland, CA 94609
Phone: (510) 420-6732

Jean Hernandez
Director
Center for Career Services
University of Washington
301 Loew Hall, FH-30
Seattle, WA 98195
Phone: (206) 543-9109

Ronald D. Herron
Vice President for Student Affairs
SUNY—Purchase
735 Anderson Hill Road
Purchase, NY 10577-1400
Phone: (914) 251-6030

Randy E. Hyman
Associate Vice President for Student Affairs
Ball State University
Administration Bldg., Room 205
Muncie, IN 47306-0905
Phone: (317) 285-3734

Michele J. LeMoal
Executive Director
Center for Intellectual Capital
Dowling College
Idle Hour Blvd.
Oakdale, NY 11769
Phone: (516) 244-3085

Kathleen Manning
Assistant Professor
University of Vermont
OCFS, Waterman 228
Burlington, VT 05405
Phone: (802) 656-0826

Kerry McCaig
Director, Freshman Success Program
Regis University
Carroll Hall, Room 121
333 Regis Blvd.
Denver, CO 80221-1099
Phone: (303) 458-3515

Stephen E. Roth
Dean of Student Services
Canisius College
2001 Main Street
Buffalo, NY 14208
Phone: (716) 888-2522

Angela 0. Terry
Vice Chancellor, Student Affairs
North Carolina Central University
P.O. Box 19407
Durham, NC 27707
Phone: (919) 560-6100, ext. 6303

Term Expires 1997

Robert L. Ackerman
Vice President, Student Services
University of Nevada-Las Vegas
4505 Maryland Pkwy.
Las Vegas, NV 89154
Phone: (702) 895-3656

James T. Bryan
Vice President, Student Affairs
University of Scranton
Monroe and Linden
Scranton, PA 18510
Phone: (717) 941-7680

Kurt A. Czupryn
Associate Vice President, Student Affairs
Pittsburg State University
115 Russ Hall
Pittsburg, KS 66762
Phone: (316) 235-4229

Jeanne B. Fisher
Vice President, Student Affairs
University of Alabama, Huntsville
University Center, Room 114
Huntsville, AL 35899
Phone: (205) 895-6700

Elliot Garb
Assistant Chancellor, Student Affairs
University of Wisconsin, Eau Claire
Schofield Hall 240
Eau Claire, WI 54702-4004
Phone: (715) 836-2624

Gary L. Kleemann
Coordinator, Management Research Analysis
Arizona State University
Student Affairs Research Office, Box 3001
Tempe, AZ 85287-3001
Phone: (602) 965-4070

Thomas Miller
Vice President, Student Affairs
Canisius College
2001 Main Street
Buffalo, NY 14208
Phone: (716) 888-2130

Frederick Preston
Vice President, Student Affairs
State University of New York at Stony Brook
Student Affairs, Administration Bldg.
Room 348
Stony Brook, NY 11794-0501
Phone: (516) 632-6700

Jayne Richmond
Assistant Dean, University College
University of Rhode Island
114 Roosevelt Hall
Kingston, RI 02881
Phone: (401) 792-4076

Roger W. Sorochty
Vice President, Student Affairs
Eckerd College
4200 54th Avenue South
St. Petersburg, FL 33711
Phone: (813) 864-8421

Donna M. Talbot
Assistant Professor
Counselor, Education and Counseling Psychology
Western Michigan University
3102 Sangren Hall, CECP Dept.
Kalamazoo, MI 49008
Phone: (616) 387-5122

Shirley Wilson
Dean of Students Emerita
University of Oregon
203 Brae Burn Drive
Eugene, OR 97405-4938
Phone: (503) 346-1145

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Vice President, Student Affairs
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MSU 16/P.O. Box 8400
Mankato, MN 56002
Phone: (507) 389-2121
E-mail:
MARGARET_HEALY@-
MS1.MANKATO.MSUS.EDU

Patrick Love
Assistant Professor for Student Affairs
College of Education
Kent State University
P.O. Box 5190
Kent, OH 44242
Phone: (216) 672-2580

Larry Roper
Vice President, Student Affairs
St. John Fisher College
3690 East Avenue
Rochester, NY 14618
Phone: (716) 385-8229
E-mail: ROPER@FISHER.SJFC.EDU

John Schuh
Associate Vice President, Student Affairs
Wichita State University
Box 8 WSU
Wichita, KS 67260-0008
Phone: (316) 689-3032
Fax: (316) 689-3770
E-mail: SCHUH@TWSUVM

Bettina Shuford
469 S. Summit Street
Bowling Green, OH 43402
Phone: (419) 353-8100

Daryl Smith
Associate Professor
Claremont Graduate School
Harper 212, 150 E. 10th Street
Claremont, CA 91711
Phone: (714) 621-8075

Dudley Woodard
Professor of Higher Education
University of Arizona
Education Bldg., Room 327A
Tucson, AZ 85721
Phone: (602) 621-7951
E-mail: DWOODARD@ARIZVMS

DIVISIONS

Career Development and Professional Standards

Richard A, Hudson, *chair*
Dean of Students
Florida Institute of Technology
150 West University Boulevard
Melbourne, FL 32901
Phone: (407) 768-8000, ext. 8134
Fax: (407) 728-3041
E-mail: hudson@roo.fit.edu

Region I
Timothy Keefe
Associate Dean/Student Affairs
Plymouth State College
Residence Life/Holmes House
Plymouth, NH 03264
Phone: (603) 535-2260
Fax: (603) 535-2726
E-mail: timk@plymouth.edu

Region II
James Bryan
Vice President for Student Affairs
University of Scranton
Scranton, PA 18510-4655
Phone: (717) 941-7680
Fax: (717) 941-6369
E-mail: bryanj1@scranton

Region III
Paul Baird
Dean of Students
University of North Alabama
Florence, AL 35632
Phone: (205) 760-4213
Fax: (205) 760-4904

Region IV-East
Sarah Shumate
Associate Dean for Student Affairs
Kent State University
225 Student Services Center
Kent, OH 44242
Phone: (216) 672-4050
Fax: (216) 672-2600

Region IV-West
Sandy MacLean
Vice Chancellor of Student Affairs
University of Missouri
8001 Natural Bridge Road
St. Louis, MO 63121-4499
Phone: (314) 553-5211
Fax: (314) 553-6535
E-mail: slsmacl@umsl.edu

Region V
Henry Johnson
Assistant Dean of Students
University of Puget Sound
1500 North Warner
Tacoma, WA 98416
Phone: (206) 756-3360
Fax: (206) 756-3500

Region VI
Stephen Lamb
Assistant to the Vice President for Student Affairs
Cal Polytech State University
San Luis Obispo, CA 93407
Phone: (805) 756-1521
Fax: (805) 756-5907
E-mail: du248@oasis.calpoly.edu

at-Large

Jerome Comcowich
Special Assistant
U.S. Department of Education
400 Maryland Ave., SW
Room 4915, ROB-3
Washington, D.C. 20202-5110
Phone: (202) 708-5547
Fax: (202) 708-9814
E-mail: jerry_comcowich@doed.gov

Katherine Williams
Associate Director of Residence Life
Boston University
985 Commonwealth Avenue
Boston, MA 02215
Phone: (617) 353-4380
Fax: (617) 353-5136
E-mail: kitw@bu.edu

Member Services

Linda Kuk, *director*
Vice President, Student Affairs
Rochester Institute of Technology
2410 Student Alumni Union
44 Lomb Memorial Drive
Rochester, NY 14623
Phone: (716) 475-2267
Fax: (716) 475-7065

Region I
Margaret Jablonski
Asso. Dean, Student Affairs
Massachusetts Institute of Technology
W20-549
Cambridge, MA 02174
Phone: (617) 253-6777
Fax: (617) 253-8391
E-mail: mjab@mit.edu

Region II
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Dean of Students
Richard Stockton College of New Jersey
J Leeds Road
Pamonia, NJ 08240
Phone: (609) 652-4645
Fax: (609) 652-0275
E-mail: iaprod93@vax003.stockton.edu

Region III
Tim Millerick
Acting Vice President for Student Affairs
Austin College
900 Grand Avenue
Suite 61595
Sherman, TX 75090-4440
Phone: (903) 813-2228
Fax: (903) 813-3008

Region IV-East
Mary Desler
Vice President, Enrollment Management
North Central College
30 North Brianard St.
P.O. Box 3063
Naperville, IL 60566-7063
Phone: (708) 420-6914
Fax: (708) 420-4234

Region IV-West
Jody Donovan
Director of Residence Life
Nebraska Wesleyan University
5000 St. Paul Avenue
Lincoln, NE 68504
Phone: (402) 465-2161
Fax: (402) 465-2179

Region V
Kathy Courtney
Director, Center for Leadership and Service
Seattle University
Broadway and Madison
Seattle, WA 98112
Phone: (206) 296-6040
Fax: (206) 296-2163

Region VI
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Director, Off-Campus Student Services
University of California
Administration Bldg. 209
Irvine, CA 92717
Phone: (714) 856-7248
Fax: (714) 725-3090
E-mail: CPZ@ORION.OAC.UCI.EDU

Research and Program Development

Karl J. Beeler, *director*
Associate Vice Chancellor for Student Affairs
301 Woods Hall
University of Missouri-St. Louis
8001 Natural Bridge Road
St. Louis, MO 63121-4499
Phone: (314) 553-5211
Fax: (314) 553-6535
E-mail: skjbeel@umslvma.umsl.edu

Region I
Gary Malaney
Director/Assistant Professor
University of Massachusetts—Amherst
229 Whitmore
Amberst, MA 01003
Phone: (413) 545-1390
Fax: (413) 545-3205
E-mail: malaney@stuaf.umass.edu

Region II
Paul Herman
Associate Dean
Rutgers University
Livingston College
New Brunswick, NJ 08903
Phone: (908) 445-4122
Fax: (908) 445-2175
E-mail: paherman@gandalf.rutgers.edu

Region III
Diane L. Cooper
201-G Duncan Hall
Department of Human Development and Psychological Counseling
Appalachian State University
Boone, NC 28608
Phone: (704) 262-6046
Fax: (704) 262-2128
E-mail: cooperdl@conrad.appstate.edu

Region IV-East
Mary Beth Snyder
Dean of Students
Iowa State University
210 Student Services Building
Ames, IA 50011
Phone: (515) 294-1020
Fax: (515) 294-5457
E-mail: msnyder@iastate.edu

Region IV-West
Kerry McCaig
Director, Freshman Success Program
Regis University
50th & Lowell Blvd.
Broomfield, CO 80020-1348
Phone: (303) 458-3515
Fax: (303) 458-4921

Region V
George Bettas
Associate Dean of Students
Washington State University
336 French Administration Building
Pullman, WA 99164-1032
Phone: (509) 335-4531
Fax: (509) 335-1208
E-mail: bettas@csc.wsu.edu

Region VI
Alan I. Yang
Dean of Student Services
University of Hawaii—Hilo
Hilo, HI 96720-4091
Phone: (808) 933-3334
Fax: (808) 933-3691
E-mail: alany@uhunix.uhcc.hawaii.edu

at-Large Member

Maureen McCarthy
Dept. of Psychology
Austin Peay State University
Clarksville, TN 37044
Phone: (615) 648-7011

Melvene D. Hardee Dissertation of the Year Award
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College of Arts and Sciences—
C113 College Hall (MS 3A3)
George Mason University
440 University Drive
Fairfax, VA 22030-4444
Phone: (703) 993-8725
Fax: (703) 993-8714
E-mail: nkane@gmu.edu

NETWORKS

Adult Learners/Commuter Students

Jane Guyton, *chair*
Dean of Student Services
Northwest Arkansas Community College
P.O. Box 1408
Bentonville, AR 72712
Phone: (501) 636-7202
Fax: (501) 636-7036

Region I
Heidi Jacoby
Director, Leadership/Commuter Programs
Rivier College
Nashua, NH 03060
Phone: (603) 888-1311, ext. 8248

Region II
Helen Matusow-Ayres
Associate Dean of Students
New Jersey Institute of Technology
323 Martin Luther King Blvd.
Newark, NJ 07102
Phone: (201) 596-3469
Fax: (201) 596-2951

Region III
Bruce A. Bursack
Student Services
University of Louisville
Louisville, KY 40292
Phone: (502) 852-6528
Fax: (502) 852-6526
E-mail: baburs01@ulkyvm.louisville.edu

Region IV-East
Mary Ellen Ashley
Associate Vice President
University of Cincinnati
350 TUC ML #0159
Cincinnati, OH 45221-0159
Phone: (513) 556-6004
Fax: (513) 556-4178
E-mail: mary.ashley@uc.edu

Region IV-West
Wayne Hatcher
Dean of Students
Cameron University
320 Shepler Center
2800 W. Gord Blvd.
Lawton, OK 73505-6377
Phone: (405) 581-2209

Region V
Nancy Adams
Dean of Students
Marylhurst College
P.O. Box 261
Marylhurst, OR 97036
Phone: (503) 636-8141
Fax: (503) 636-9526

Region VI
Robert Naples
Associate Vice President for Student Affairs
California Polytechnic State University
3801 W. Temple Avenue
Pomona, CA 91768
Phone: (714) 869-3358
Fax: (909) 869-4386

Community Colleges
Lynn Nestingen, *chair*
Director of Student Activities
Arapahoe Community College
2500 W. College Drive
Littleton, CO 80160
Phone: (303) 797-5668
Fax: (303) 797-5935
E-mail: 71324.701@compuserve.com

Region I
Raymond DiPasquale
Vice President, Student Affairs
Springfield Technical Community College
One Armory Square
P.O. Box 9000
Springfield, MA 01105
Phone: (413) 781-7822, ext. 3176

Region II
Andrew McKenzie
Dean of Student Services
Sussex County Community College
One College Hill
Newton, NJ 07860
Phone: (201) 579-5400
Fax: (201) 579-1620

Region III
(vacant)

Region IV-East
Benjamin Young
Vice President, Student Services
Lincoln Land Community College
Shepherd Road
Springfield, IL 62794-9256
Phone: (217) 786-2212
Fax: (217) 786-2223

Region IV-West
Ron Gerstbauer
Dean of Student Services
North Central Missouri College
1301 Main St.
Trenton, MO 64683
Phone: (816) 359-3948, ext. 400
Fax: (816) 359-2211

Region V
Lowell Ford
Dean of Student Development
Chemeketa Community College
4000 Lancaster Drive, NE
Salem, OR 97309-7070
Phone: (503) 399-5076
Fax: (503) 399-5214

Region VI
Robin Walsh
Vice President, Student Services
Mohave Community College
1971 Jagerson Avenue
Kingman, AZ 86401
Phone: (602) 757-0828
Fax: (602) 757-0836

Disability Concerns
Dan Ryan, *chair*
Advocate for Students with Disabilities
Canisius College
2001 Main St.
Buffalo, NY 14208
Phone: (716) 888-2475
Fax: (716) 888-3190
E-mail: RYAN@CANISIUS.BITNET

Region I
Jane Thierfeld-Brown
Coordinator, Disability Student Services
University of Connecticut
85 Lawler Rd.
West Hartford, CT 06117
Phone: (203) 241-4845
Fax: (203) 241-4875

Region II
Timothy Brooks
Dean of Students
University of Delaware
218 Hullihen Hall
Newark, DE 19716
Phone: (302) 831-8939
Fax: (302) 831-8191
E-mail: timothy.brooks@mvs.udel.edu

Region III
Ruth Garvey
Assistant Dean of Students
Bellarmine College
2001 Newburg Road
Louisville, KY 40205
Phone: (502) 452-8251

Region IV-East
Brian Dusbiber
Director of Residence Life
University of St. Thomas
2115 Summit, Mail #5052
St, Paul, MN 55105-1096
Phone: (612) 962-6470
Fax: (612) 962-6360

Region IV-West
Grady Landrum
Director
Wichita State University
1845 No. Fairmont
Wichita, KS 67260-0132
Phone: (316) 689-3309
Fax: (316) 689-3770

Region V
Patricia Martin
Office for Student Life
Lewis-Clark State College
8th Ave. & 6th Street
Lewiston, ID 83501
Phone: (208) 799-2211
Fax: (208) 746-7354

Region VI
Darren Cecil
Director of Alcohol and Drug Education
University of San Diego
5998 Alcala Park
San Diego, CA 92110-2492
Phone (619) 260-4618
Fax: (619) 260-4610

Educational Equity and Ethnic Diversity
Michael E. Sutton, *chair*
Dean of Student Affairs
Livingstone College
701 W. Monroe Street
Salisbury, NC 28144
Phone: (704) 638-5508
Fax: (704) 638-5544

Region I
Carmen Buford
Associate Dean, Student Affairs
University of New Hampshire
Thompson Hall Rm. 305
Durham, NH 03824

Region II
Janice Murray-Laury
Assistant Vice President for Student Affairs
Kean College
Union, NJ 07083
Phone: (908) 527-2190
Fax: (908) 355-5143

Region III
Johnetta Brazzel
Dean of Student Affairs
Spelman College
350 Spelman Lane
Atlanta, GA 30314
Phone: (404) 223-1469
Fax: (404) 223-1476

Region IV-East
Michael Jeffries
Director, Minority Student Affairs
University of Illinois
Rm. 130 Turner Bldg.
610 E. John Street
Champaign, IL 61820
Phone: (217) 333-0054
Fax: (217) 244-0349
E-mail: m.jeffries@turner.odos.uiuc.edu

Region IV-West
Bob Daniels
Vice President for Student Affairs
Lincoln University
303 Young Hall
Jefferson City, MO 65102
Phone: (314) 681-5104

Region V
Jackie Leno-Grant
Director
Native American Program
Eastern Oregon State College
1410 L Avenue
LaGrande, OR 97850-2899
Phone: (503) 962-3741
Fax: (503) 962-3849

Region VI
V. Barbara Bush
Dean of Students
Scripps College
1030 Columbia Ave.
Claremont, CA 91711
Phone: (909) 621-8277
Fax: (909) 621-8323
E-mail:
BBUSH@GROVER.CLAREMONT.EDU

Enrollment Management
David Kalsbeek, *chair*
Associate Vice President for Enrollment Services
Xavier University
3800 Victory Pkwy.
Cincinnati, OH 45207
Phone: (513) 745-3036
Fax: (513) 745-2969
E-mail: KALSBEEK@ADMIN.XU.EDU

Region I
(vacant)

Region II
Charles Edington
Vice President for Enrollment Planning
Lincoln University
P.O. Box 170
Lincoln University, PA 19352
Phone: (215) 932-8300
Fax: (215) 932-2089
E-mail: gray@lu.lincoln.edu

Region III
Eugene A. Dial, Jr.
Dean of Student Life
Nicholls State University
Box 2007
Thibodaux, LA 70310
Phone: (504) 448-4524
Fax: (504) 448-4928

Region IV-East
Colleen Hegranes
Vice President for Enrollment Management
College of St. Catherine
2004 Randolph Avenue
St. Paul, MN 55105
Phone: (612) 690-6778
Fax: (612) 690-6024
E-mail:
CAHEGRANES@ALEX.STKATE.EDU

Region IV-West
Sue Spooner
Professor, College Student Personnel Administration
University of Northern Colorado
McKee Hall
Greeley, CO 80639
Phone: (303) 351-1682
Fax: (303) 356-0225
E-mail:
SSPOONER@-MAIL.UNIVNORTHCO.EDU

Region V
Jennifer Fisher
Idaho State University
P.O. Box 8054
Pocatello, ID 83201
Phone: (208) 236-2123
Fax: (208) 236-4487
E-mail: fishjenn@isu.edu

Region VI
Yvonne L. Marsh
Assistant Vice Chancellor, Enrollment Services
University of California, Davis
Davis, CA 95616
Phone: (916) 752-6449
Fax: (916) 752-1280
E-mail: 2UNIX:YLMARSH@UCDAVIS.EDU

Fraternity/Sorority
Kathleen Randall, *chair*
Director of Student Life
University of Alabama
P.O. Box 870292
Tuscaloosa, AL 35487
Phone: (205) 348-8228
Fax: (205) 348-7610
E-mail: KRANDALL@BANQUET.UA.EDU

Region I
Howard Rosenblatt
Professor of Psychology
University of Hartford
200 Bloomfield Avenue
West Hartford, CT 06117
Phone: (203) 768-5230
Fax: (203) 768-5292

Region II
Richard "Rick" Funk
Coordinator of Greek Life
Pennsylvania State University
214 HUB
University Park, PA 16802
Phone: (814) 863-8065
Fax: (814) 863-0812
E-mail: RXFS@PSU.EDU

Region III
Charlotte Davis
Vice President for Student Affairs
Troy State University
Room 244, Adams Administration Bldg.
Troy, AL 36082
Phone: (205) 670-3203
Fax: (205) 670-3777

Region IV-East
Jerry Price
Director of Residence
Drake University
2507 University Avenue
Des Moines, IA 50311
Phone: (515) 271-3711
Fax: (515) 271-4110
E-mail: JPRICE@ACAD.DRAKE.EDU

Region IV-West
Jim Hoppe
Associate Director of Residence Life
St. Louis University
3630 W. Pine
St. Louis, MO 63108
Phone: (314) 658-2811
Fax: (314) 658-3874
E-mail: HOPPEJC@SLUVCA.SLU.EDU

Region V
Julian Davis
University of Utah
Room 270 University Union
Salt Lake City, UT 84112
Phone: (801) 581-7066

Region VI
Reuban Rodriguez
Director of Student Activities
Whittier College
P.O. Box 634
Whittier, CA 90608
Phone: (308) 907-4233
E-mail: rrodriguez@poets.whittier.edu

Gay, Lesbian, and Bisexual Concerns
Tammy Daws, *chair*
Wellness Educator
Western Washington University
Miller Hall 275
Bellingham, WA 98225-9091
Phone: (206) 650-6518
E-mail:
TDAWS@HENSON.CC.WWU.EDU

Region I
Lee Peebles
Acting Coordinator, Student Support
New England Institute of Technology
2500 Post Rd.
Warwick, RI 02886
Phone: (401) 739-5000, ext. 441
Fax: (401) 738-5122

Region II
Bill Fuller
Director of Student Affairs
Pennsylvania State University
P.O. Box 519
Uniontown, PA 15401
Phone: (412) 430-4125
Fax: (412) 430-4184

Region III
Greg Boardman
Assistant Vice President of Student Affairs
Tulane University
University Center, Suite 205
New Orleans, LA 70118-5698
Phone: (504) 865-5180
Fax: (504) 865-6769
E-mail:
BOARDMAN@-
MAILHOST.TCS.TULANE.EDU

Region IV-East
Janice Sheppard
Assistant to Dean of Students
University of Wisconsin-Madison
75 Bascom Hall
500 Lincoln Drive
Madison, WI 53706-1380
Phone: (608) 263-5700
E-mail:
JANICE.SHEPPARD@-
MAIL.ADMIN.WISC.EDU

Region IV-West
Patrick Dilley
Organizations and Activities Center
400 Kansas Union
University of Kansas
Lawrence, KS 66045
Phone: (913) 864-4861
E-mail: dilleyz@st37.eds.ukans.edu

Region V
Jackie Balzer
Coordinator of Educational & Support Services
Office of Dean of Students, 5216
University of Oregon
Eugene, OR 97403
Phone: (503) 346-1142
Fax: (503) 346-5811
E-mail:
JBALZER@OREGON.UOREGON.EDU

Region VI
Troy Gilbert
Program Coordinator
Stanford University
P.O. Box 6508
Stanford, CA 94305-2230
Phone: (805) 765-1401
E-mail:
TROY.GILBERT@-
FORSYTHE.STANFORD.EDU

New Professionals
Katherine Williams, *chair*
Associate Director of Residence Life
Boston University
985 Commonwealth Avenue
Boston, MA 02215
Phone: (617) 353-4380
Fax: (617) 353-5136
E-mail: KITW@BU.EDU

Region I
Andrea Bonavita
Residence Director
Office of Residence Life
Assumption College
Worcester, MA
Phone: (508) 752-5615, ext. 505
Fax: (508) 756-1780

Region II
Dan Raimondo
Assistant Director, Student Activities
Canisius College
2001 Main Street
Buffalo, NY 14208
Phone: (716) 888-2190
Fax: (716) 888-2525
E-mail: RAIMONDO@CANISIUS.BITNET

Region III
Tracy T. Moore
Student Development Coordinator
Minority Student Life
218 Dinkins Student Center
Rock Hill, SC 29733
Phone: (803) 323-4503
Fax: (803) 323-2395
E-mail: MOORETT@WINTHROP.EDU

Almeda Jacks, *institute director*
Vice President for Student Affairs
Clemson University
202 Sikes Hall
Clemson, SC 29634-4001
Phone: (803) 656-2161
Fax: (803) 656-0489
E-mail: almeda_rogers-jacks@quickmail.clems

Region IV-East
Barbara Jones
Associate Vice President for Student Affairs
Ball State University
Student Life, Student Center #224
Muncie, IN 47306
Phone: (317) 285-5036
Fax: (317) 285-6615
E-mail:
OIBCJONES@VIRGO.BSUVC.BSU.EDU

Region IV-West
Kim Grassmeyer
Educational Administration
University of Nebraska
1204 Seaton Hall
Lincoln, NE 68588-0638
Phone: (402) 472-3726
Fax: (402) 472-8317
E-mail: KVG@UNLINFO.UNL.EDU

Region V
Richard Okamoto
Coordinator of Learning/Multiethnic Programs
Seattle Pacific University
205 SUB
Seattle, WA 98119
Phone: (206) 281-2272
Fax: (206) 281-2730
E-mail: ROKAMOTO@PAUL.SPU.EDU

Region VI
Harriet K. Pila
Director, Prevention Education Program
San Jose State University
One Washington Square
San Jose, CA 95192-0031
Phone: (408) 924-5945
Fax: (408) 924-5978
E-mail: pila@sjsuvm1.sjsu.edu

Small Colleges
Mary Lynn Williamson, *chair*
Vice President for Student Affairs
Henderson State University
P.O. Box 7632
Arkadelphia, AR 71999-0001
Phone: (501) 230-5081
Fax: (501) 230-5144
E-mail: WILLIAM@SPRUCE.HSU.EDU

Region I
Dennis Wolbach
Assistant Dean/Director
Assumption College
500 Salisbury Street
Worcester, MA 01615
Phone: (508) 752-5615

Region II
Robert Thomas
Vice President for Student Affairs
Westminster College
New Wilmington, PA 16172
Phone: (412) 946-7110
Fax: (412) 946-7171

Region III
Carolyn McCurdy
Director of Student Development
Southern University at New Orleans
6400 Press Drive
U.C. Room 237
New Orleans, LA 70126
Phone: (504)286-5375
Fax: (504) 286-5131

Region IV-East
James Kridler
Dean of Students
Alma College
614 West Superior Street
Alma, MI 48801
Phone: (517) 463-7333
E-mail: KRIDLER@ALMA.EDU

Region IV-West
Steve Butler
Vice President for Student Affairs
Peru State College
Peru, NE 68421
Phone: (402) 872-3815
Fax: (402) 872-2375

Region V
Clay Smith
Dean of Enrollment and Student Services
Saint Martin's College
5300 Pacific Ave., SE
Lacey, WA 98503
Phone: (206) 438-4367
Fax: (206) 459-4124

Region VI
Len Hightower
Dean of Student Affairs
University of La Verne
1950 3rd Street
La Verne, CA 91750
Phone: (909) 593-3511
Fax: (909) 596-2537

Urban Colleges and Universities
David Meabon, *chair*
Vice President for Student Affairs
University of Toledo
2801 W. Bancroft
Toledo, OH 43606
Phone: (419) 537-2665
Fax: (419) 537-7913
E-mail: EXC0013@UOFT01.UTOLEDO.EDU

Region I
Susan Gifford
Coordinator, Student Activities
Emmanuel College
400 The Fenway
Boston, MA 02115
Phone: (617) 753-9963

Region II
Raymond "Ray" Heath
Vice President for Student Affairs
La Salle University
20th and Olney Avenue
Philadelphia, PA 19141
Phone: (215) 951-1017
Fax: (215) 951-1734
E-mail: HEATH@LASALLE.EDU

Region III
Chuck Lynch
Vice Chancellor for Student Affairs
University of North Carolina-Charlotte
Charlotte, NC 28223
Phone: (704) 547-2206
Fax: (704) 547-2616
E-mail: ASA00CFL@UNCCVM

Region IV-East
Joyce LeClaire
Dean of Advising/Student Services
Metropolitan State University
730 Hennepin Avenue
Minneapolis, MN 55403-1897
Phone: (612) 373-2712
Fax: (612) 373-2751
E-mail:
JOYCELECLAIRE@-
METRO2.METRO.MSUS.EDU

Region IV-West
Susan B. Dunton
Associate Academic Dean
Fontbonne College
6800 Wydown Blvd.
St. Louis, MO 63105
Phone: (314) 889-1409
Fax: (314) 889-1451

Region V
(vacant)

Region VI
David Crandall
Director of Student Activities
University of Southern California
Student Union 202
Los Angeles, CA 90089
Phone: (213) 740-5693
Fax: (213) 749-9781
E-mail: DCRANDAL@MIZAR.USC.EDU

Women in Student Affairs
Bridgette Pregliasco, *chair*
Assistant to the Vice President for Student Affairs
University of Louisville
203 Grawmeyer Hall
Louisville, KY 40292
Phone: (502) 852-6933
Fax: (502) 852-5844
E-mail:
BOPREGO1@ULKYVM.LOUISVILLE.EDU

Region I
Sheila Murphy
Dean for Student Life
Simmons College
300 The Fenway
Boston, MA 02115
Phone: (617) 521-2124

Region II
Penny Rue
Director of Student Programs
Georgetown University
316 Leavey Center
Washington, DC 20057
Phone: (202) 687-3704
Fax: (202) 687-8940
E-mail:
RUEP@GUVM.CCF.GEORGETOWN.EDU

Region III
Susan W. Batchelor
Asst. Vice Chancellor, Student Affairs
Texas Christian University
P.O. Box 32919
Ft. Worth, TX 76129
Phone: (817) 921-7926
Fax: (817) 921-7333

Region IV-East
Rosemary O'Boyle
Assistant Vice President for Student Development
University of Dayton
300 College Park
Dayton, OH 45469-0962
Phone: (513) 229-3311
Fax: (513) 229-3446
E-mail:
OBOYLE@UDAVXB.OCA.UDAYTON.EDU

Region IV-West
Sherilyn Poole
Associate Provost for Student Development
University of Tulsa
Tulsa, OK 74104
Phone: (918) 631-3209
Fax: (918) 631-3187
E-mail: SDEV_SP@VAX1.UTULSA.EDU

Region V
Lucinda Over
Academic Planning and Experiential Learning
Evergreen State College
Library 1401
Olympia, WA 98505
Phone: (206) 866-6000, ext. 6312
Fax: (206) 866-6823

Region VI
Nanci Howe
Director of Student Activities
Dean of Students Office
323 Old Union
Stanford University
Stanford, CA 94305
Phone: (415) 725-3104
Fax: (415) 723-2733
E-mail: RR.NAN@FORSYTHE

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William Spelman, President
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Katherine Johnson, Vice President
P.O. Box 1271
Burlington, VT 05402-1271

413-584-7089
800-827-6208

Directory of Regional Leadership

Region I Advisory Board

VICE PRESIDENT

Jack Warner
Dean of Student Affairs
Bristol Community College
777 Elsbree Street
Fall River, MA 02720
Phone: (508) 678-2811, ext. 2244
Fax: (508) 678-2811, ext. 2470

REGIONAL NEWSLETTER EDITOR

Amy DeBaun Baker
Assistant Director, Housing
Tufts University
Housing/Residential Life Office
Medford, MA 02155
Phone: (617) 627-3929
E-mail: ABAKER@PEARL.TUFTS.EDU

MEMBER SERVICES

Margaret Jablonski
Associate Dean, Student Affairs
Massachusetts Institute of Technology
W20-549
Cambridge, MA 02155
Phone: (617) 253-6777
Fax: (617) 253-8391
E-mail: MJAB@MIT.EDU

STATE DIRECTORS

Connecticut

Arthur R. Jackson
Associate Dean, Student Affairs
Eastern Connecticut State University
83 Windham Street
Willimantic, CT 06226
Phone: (203) 456-5282
Fax: (203) 456-5735
E-mail: JACKSON@ECSY.CTSTATEU.EDU

Maine

Craig Hutchinson
Associate Director, Student Life
University of Southern Maine
100 Upton Hall
Gorham, ME 04108
Phone: (207) 780-5249
Fax: (207) 780-5304

Massachusetts

Kathleen Yorkis
Dean of Student Affairs
Bentley College
175 Forest Street
Waltham, MA 02154-4705
Phone: (617) 891-2161
Fax: (617) 891-2788
E-mail: KYORKIS@BENTLEY.EDU

New Hampshire

Linda Jansky
Vice President, Student Development
Rivier College
Nashua, NH 03060
Phone: (603) 888-1311, ext. 8247
Fax: (603) 888-7447

Rhode Island

Karen Haskell
Dean of Students
Roger Williams College
Bristol, RI 02809
Phone: (401) 254-3093
Fax: (401) 254-3480

Vermont

Tammy Lenske
Dean of Students
Trinity College
208 Colchester Avenue
Burlington, VT 05401
Phone: (802) 658-0337
Fax: (802) 658-5446
E-mail: LENSKI@SMCPAX.SMCVT.EDU

NETWORK CHAIRS

NEEED

Carmen Buford
Associate Dean, Student Affairs
University of New Hampshire
Thompson Hall Rm. 305
Durham, NH 03824
Phone: (603) 862-3683

Fraternities/Sororities

Howard Rosenblatt
Professor of Psychology
University of Hartford
Psychology Department
200 Bloomfield Avenue
W. Hartford, CT 06117
Phone: (203) 768-5230
Fax: (203) 768-5292

Graduate Students/New Professionals

Andrea Bonavita
Residence Director
Office of Residence Life
Assumption College
Worcester, MA
Phone: (508) 752-5615, ext. 505
Fax: (508) 756-1780

Small Colleges and Universities

Dennis Wolbach
Assistant Dean/Director
Assumption College
500 Salisbury Street
Worcester, MA 01615
Phone: (508) 752-5615

Gay, Lesbian, and Bisexual Concerns

Lee Peebles
Acting Coordinator, Student Support
New England Institute of Technology
2500 Post Road
Warwick, RI 02886
Phone: (401) 739-5000, ext. 441
Fax: (401) 738-5122

Two-Year and Community Colleges

Raymond DiPasquale
Vice President, Student Affairs
Springfield Technical Community College
One Armory Square
P.O. Box 9000
Springfield, MA 01105
Phone: (413) 781-7822, ext. 3176

Women
Sheila Murphy
Dean for Student Life
Simmons College
300 The Fenway
Boston, MA 02115
Phone: (617) 521-2124

Disability Concerns
Jane Thierfeld-Brown
Coordinator, Disability Student Services
University of Connecticut
Great Hartford Campus
85 Lawler Rd.
W. Hartford, CT 06117
Phone: (203) 241-4845
Fax: (203) 241-4875

Urban Institutions
Susan Gifford
Coordinator, Student Activities
Emmanuel College
400 The Fenway
Boston, MA 02115
Phone: (617) 753-9963

Adult Learners/Commuter Students
Heidi Jacoby
Director, Leadership/Commuter Programs
Rivier College
Nashua, NH 03060
Phone: (603) 888-1311, ext. 8248

Enrollment Management
(vacant)

COORDINATORS

Conference Chair
Mary Anne Ives
Complex Coordinator
University of Connecticut
U-49 Residence Life
Storrs, CT 06269
Phone: (203) 486-3412
Fax: (203) 486-2901
E-mail: MAC3@UNCONNVM.UCONN.EDU

Senior Student Affairs Officers
Delina Hickey
Vice President, Student Affairs
Keene State College
Hale Building
229 Main Street
Keene, NH 03431
Phone: (603) 358-2108

Faculty
Deborah Hunter
Associate Professor
University of Vermont
228 Waterman Building
Burlington, VT 05405
Phone: (802) 656-2030

Networks
Andrew Matthews
Assistant Director, Campus Living
University of Maine
5772 Eastbrook Hall
Orono, ME 04469
Phone: (207) 581-4503
Fax: (207) 581-3718

Nominations/Elections
Tarome Alford
Associate Director, Housing
Eastern Connecticut State University
Williamantic, CT 06226
Phone: (203) 465-4641
Fax: (203) 456-5151
E-mail: ALFORD@ECSUC.CTSTATEU.EDU

MEMBERS AT-LARGE

Mary Ellen Sailer
Special Assistant to the Vice Chancellor
University of Massachusetts
319 Whitmore Admin. Bldg.
Amherst, MA 01003
Phone: (413) 545-2300
E-mail: MESAILER@STUAF.UMASS.EDU

Joyce Hopson King
Assistant to the Dean of Students
University of Connecticut
85 Lawler Rd.
W. Hartford, CT 06117
Phone: (203) 241-4823
Fax: (203) 241-4857

REGIONAL REPRESENTATIVES

Career Development and Professional Standards Division
Timothy Keefe
Associate Dean of Students
Holmes House
Plymouth State College
Plymouth, NH 03264
Phone: (603) 535-2260
Fax: (603) 535-2726
E-mail: TIMK@PLYMOUTH.EDU

Research and Program Development Division
Gary Malaney
Director/Assistant Professor, Student Affairs
229 Whitmore
University of Massachusetts
Amherst, MA 01003
Phone: (413) 545-1390
Fax: (413) 545-3205
E-mail: MALANEY@STUAF.UMASS.EDU

Mid-Level Professionals Institute—1994
Corrine Kowpak
Dean of Students
Springfield College
Springfield, MA 01109
Phone: (413) 748-3000

Region II Advisory Board

VICE PRESIDENT

Pamela "Pam" M. Bischoff
Vice President for Student Affairs
Ramapo College of New Jersey
505 Ramapo Valley Road
Mahwah, NJ 07430
Phone: (201) 529-7457
Fax: (201) 529-6709
E-mail: PBISCHOF@ULTRIX.RAMAPO.EDU

VICE PRESIDENT-ELECT

Janet "Jan" Walbert
Dean of Students
Beaver College
450 South Easton Road
Glenside, PA 19038-3295
Phone: (215) 572-2933
Fax: (215) 572-2161
E-mail: WALBERT@BEAVER.EDU

NEWSLETTER EDITOR

M. Ben Hogan
Dean of Students
Lycoming College
102 Long Hall
Williamsport, PA 17701
Phone: (717) 321-4039
Fax: (717) 321-4337

1995 REGIONAL CONFERENCE CHAIRS

Jeffrey F. Ewing
Director of Student Activities
Beaver College
450 South Easton Road
Glenside, PA 19038
Phone: (215) 572-4044
Fax: (215) 572-2126
E-mail: EWING@BEAVER.EDU

Diane L. Andrews
Assistant Director, Residence Life
Pennsylvania State University
127 Pollock Commons
University Park, PA 16802
Phone: (814) 865-6503
Fax: (814) 863-2463
E-mail: DLA6@OAS.PSU.EDU

TELECONFERENCES CHAIR

Sharon L. Johnson
Vice President for Student Affairs and Dean
Slippery Rock University
302 Old Main, SRU
Slippery Rock, PA 16057
Phone: (412) 738-2003
Fax: (412) 738-2169
E-mail: SLJ@V.SRU.EDU

NOMINATIONS AND SELECTIONS

Thomas "Tom" E. Miller
Vice President for Student Affairs
Canisius College
2001 Main Street
Buffalo, NY 14208
Phone: (716) 888-2130
Fax: (716) 888-3190
E-mail: MILLER@CANISIUS.EDU

ACADEMIC PREPARATION PROGRAMS

Deane G. Bornheimer
34 Nassau Avenue
Princeton Junction, NJ 08550
Phone: (609) 799-0196

1995 MID-LEVEL PROFESSIONALS INSTITUTE CHAIRS

Joanne C. Conlon
Associate Director of Residential Programs
Division of Campus Residences
SUNY—College at Stony Brook
Stony Brook, NY 11794-4444
Phone: (516) 632-6750
Fax: (516) 632-9211
E-mail: JCONLON@CCMAIL.SUNYSB.EDU

Dennis Murphy
Associate Dean of the College
Gettysburg College
Box 399
Gettysburg, PA 17325-1486
Phone: (717) 337-6900
Fax: (717) 337-6906
E-mail: DMURPHY@GETTYSBURG.EDU

DISABILITIES CONCERNS NATIONAL NETWORK CHAIR

Dan Ryan
Advocate for Students with Disabilities
Canisius College
2001 Main Street
Buffalo, NY 14208
Phone: (716) 888-2475
Fax: (716) 888-2525
E-mail: RYAN@CANISIUS.EDU

MEMBER SERVICES NATIONAL CHAIR

Linda Kuk
Vice President for Student Affairs
2410 Student Alumni Union
44 Lomb Memorial Drive
Rochester, NY 14623-5604
Phone: (716) 475-2267
Fax: (716) 475-7065
E-mail: LSKVSA@ISO.RIT.EDU

GRADUATE STUDENT REPRESENTATIVES

Jack Gentul
Director, Henry and Luce Moses Center for Students with Disabilities
New York University
566 La Guardia Place, Room 701
New York, NY 10012
Phone: (212) 998-4980
Fax: (212) 995-4114

Marijo Russell-O'Grady
Coordinator of Residential Student Development
New York University
5-11 University Place
New York, NY 10003
Phone: (212) 998-4312
Fax: (212) 995-4099

MEMBERS AT-LARGE

NASPA Journal Editor

Barbara Bender
Associate Provost for Academic Support
Graduate School—New Brunswick
Rutgers University
25 Bishop Place
New Brunswick, NJ 08903
Phone: (908) 932-7747
Fax: (908) 932-7407
E-mail: BENDER@ZODIAC.RUTGERS.EDU

Minority Undergraduate Fellows Program (MUFP)

Cynthia B. Riggs
Associate Dean of Students
Rutgers University
311 No. 5th St.
Camden, NJ 08102
Phone: (609) 225-6043

Special Projects

Susan L. Ebbs
Vice President for Student Life
St. John's University
Grand Central and Utopia Parkways
Jamaica, NY 11439
Phone: (718) 990-6056
Fax: (718) 591-2543

Karen L. Pennington
Vice President, Student/Campus Life
SUNY—College at Geneseo
1 College Circle
Geneseo, NY 14454
Phone: (716) 245-5618
Fax: (716) 245-5729
E-mail:
PENNINGK@SGENVA.CC.GENESEO.EDU

William "Bill" V. Larkin
Dean of Students
Widener University
1 University Place
Chester, PA 19013
Phone: (215) 499-4386
Fax: (215) 876-9751
E-mail:
WILLIAM.V.LARKIN@-
CYBER.WIDNER.EDU

Faith H. Nichols
Associate Director of Residence Life
Vassar College
Raymond Avenue, Box 35
Poughkeepsie, NY 12601
Phone: (914) 437-5862
Fax: (914) 437-7187
E-mail:
FANICHOLS@VAXSAR.VASSAR.EDU

Gretchen Van der Veer
Assistant to the Vice President for Student Affairs
University of Maryland, College Park
2108 Mitchell Building
College Park, MD 20742-5221
Phone: (301) 314-8437
Fax: (301) 314-9606
E-mail: GVANDERV@UMDACC.UMD.EDU

William "Bill" Klepper
Vice President for Student Life
Trenton State College
Brower Student Center, CN 4700
Trenton, NJ 08650-4700
Phone: (609) 771-2202
Fax: (609) 530-7680
E-mail:
BKLEPPER@TSCVM.TRENTON.EDU

Harriet Schwartz
Assistant to the Dean of Student Affairs
Carnegie Mellon University
5000 Forbes Avenue
Pittsburgh, PA 15213-3890
Phone: (412) 268-2075
Fax: (412) 268-7832
E-mail: HS00@ANDREW.CMU.EDU

NASPA National Board Member

Larry Benedict
Dean, Homewood Student Services
Johns Hopkins University
3400 North Charles Street
Baltimore, MD 21218-2687
Phone: (410) 516-7875
E-mail: BENEDICT@JHUVM.HCF.JHU.EDU

Immediate Past Vice President

Carmen G. Neuberger
President
Tuition Exchange Inc.
1785 Massachusetts Avenue, NW
Washington, DC 20036-2117
Phone: (202) 462-9100
Fax: (202) 462-9111
E-mail: TUITION@CLARK.NET

DIVISIONS

Career Development and Professional Standards

James "Jim" T. Bryan
Vice President for Student Affairs
University of Scranton
Monroe and Linden
Scranton, PA 18510-4655
Phone: (717) 941-7680
Fax: (717) 941-6369
E-mail: BRYANJL@UOFS.EDU

Member Services

Joseph "Joe" Marchetti
Dean of Students
Richard Stockton College of NJ
J. Leeds Road
Pomona, NJ 08240
Phone: (609) 652-4645
Fax: (609) 748-5517
E-mail:
IAPROD93@VAX003.STOCKTON.EDU

Research and Program Development

Paul A. Herman
Assistant Dean
Rutgers University
Livingston College
Lucy Stone Hall
New Brunswick, NJ 08903
Phone: (908) 932-4122
Fax: (908) 932-2175
E-mail:
PAHERMAN@-
GANDALF.RUTGERS.EDU

STATE COORDINATORS

Maryland-Delaware-Washington, D.C.

Barbara Jacoby
Director of Commuter Affairs
University of Maryland—College Park
1195 Stamp Student Union
College Park, MD 20742
Phone: (301) 314-5274
Fax: (301) 314-9874
E-mail: BJACOBY@UMDACC.UMD.EDU

New Jersey

Roland Watts
Director of Residence Life
William Paterson College
The Towers
300 Pompton Road
Wayne, NJ 07470
Phone: (201) 595-2714
Fax: (201) 595-2341

New York–Upstate

Rodger Summers
Vice President for Student Affairs
SUNY—Binghamton
P.O. Box 6000
Binghamton, NY 13902-6000
Phone: (607) 777-4788

Metro New York

Ronald "Ron" D. Herron
Vice President, Student Affairs
SUNY College—Purchase
735 Anderson Hill Road
Purchase, NY 10577
Phone: (914) 251-6030
Fax: (914) 251-6034

Eastern Pennsylvania

Blaine E. Steensland
Director of Student Affairs
Penn State Berks
Tulpehocken Road, Box 7009
Reading, PA 19610
Phone: (215) 320-4864

Western Pennsylvania

Amy Blinn
Student Activities Director
Penn State—Beaver Campus
Brodhead Road
Monaca, PA 15061
Phone: (412) 773-3679
Fax: (412) 773-3557
E-mail: ASB1@OAS.PSU.EDU

West Virginia

Kenneth E. Kelly
Vice President for Student Affairs
Fairmont State College
Fairmont, WV 26554
Phone: (304) 367-4215
Fax: (304) 367-4584

NETWORK COORDINATORS

Regional Coordinator

Timothy "Tim" F. Brooks
Assistant Vice President
University of Delaware
218 Hullihen Hall
Newark, DE 19716
Phone: (301) 831-8939
Fax: (301) 831-8191
E-mail:
TIMOTHY.BROOKS@MVS.UDEL.EDU

Adult Learners/Commuter Students

Helen Matusow-Ayres
Associate Dean of Students
New Jersey Institute of Technology
323 Martin Luther King Blvd.
Newark, NJ 07102
Phone: (201) 596-3469
Fax: (201) 596-2951
E-mail: MATUSOW@ADMIN1.NJIT.EDU

Community Colleges

Howard Himelstein
Associate Dean
Dutchess Community College
53 Pendell Road
Poughkeepsie, NJ 02601
Phone: (914) 471-4500

Disability Concerns

Timothy "Tim" F. Brooks
Assistant Vice President
University of Delaware
218 Hullihen Hall
Newark, DE 19716
Phone: (301) 831-8939
Fax: (301) 831-8191
E-mail:
TIMOTHY.BROOKS@MVS.UDEL.EDU

Educational Equity and Ethnic Diversity
Paul Goldblatt
Area Coordinator
Office of Residence Life
SUNY—Purchase
735 Anderson Hill Road
Purchase, NY 10577-1400
Phone: (914) 251-6328
Fax: (914) 251-6034

Enrollment Management
Charles Edington
Vice President for Enrollment Planning
Lincoln University
P.O. Box 179
Lincoln University, PA 19352
Phone: (215) 932-8300
Fax: (215) 932-2089

Fraternity/Sorority
Richard "Rick" Funk
Coordinator of Greek Life
Pennsylvania State University
214 HUB
University Park, PA 16802
Phone: (814) 863-8065
Fax: (814) 863-0812
E-mail: RXFS@PSU.EDU

Gay, Lesbian, and Bisexual Concerns
Bill Fuller
Director of Student Affairs
Pennsylvania State University
P.O. Box 519
Uniontown, PA 15401
Phone: (412) 430-4125
Fax: (412) 430-4184

New Professionals
Daniel "Dan" J. Raimondo
Assistant Director of Student Activities
Canisius College
2001 Main Street
Buffalo, NY 14208
Phone: (716) 888-2190
Fax: (716) 888-2525
E-mail: RAIMONDO@CANISIUS.EDU

Small Colleges and Universities
Robert Thomas
Vice President for Student Affairs
Westminster College
New Wilmington, PA 16172-0001
Phone: (412) 946-7110
Fax: (412) 946-7171

Urban Colleges and Universities
Raymond "Ray" Heath
Vice President for Student Affairs
La Salle University
20th and Olney Avenue
Philadelphia, PA 19141
Phone: (215) 951-1017
Fax: (215) 951-1734
E-mail: HEATH@LASALLE.EDU

Women in Student Affairs
Penny Rue
Director of Student Programs
Georgetown University
316 Leavey Center
Washington, DC 20057
Phone: (202) 687-3704
Fax: (202) 687-8940
E-mail:
RUEP@GUVM.CCF.GEORGETOWN.EDU

Region III Advisory Board

VICE PRESIDENT

Cheryl (Cherry) M. Callahan
Associate Vice Chancellor for Student Affairs
University of North Carolina at Greensboro
Greensboro, NC 27412
Phone: (910) 334-5099
Fax: (910) 334-4007
E-mail: CALLAHAN@IRIS.UNCG.EDU

PAST VICE PRESIDENT

Patricia S. Terrell
Associate Vice President for Student Affairs
Southern Methodist University
Dallas, TX 75275
Phone: (214) 768-4564
Fax: (214) 768-4572

SECRETARY TO THE BOARD

Joy Smith
Associate Vice President for Student Affairs
Clemson University
300 Sikes Hall
Clemson, SC 29634-4001
Phone: (803) 656-2161
Fax: (803) 656-0489
E-mail:
JOY_SMITH@-
QUICKMAIL.CLEMSON.EDU

REGIONAL COORDINATORS

Adult Learners/Commuter Students
Bruce A. Bursack
Assistant Vice President for Student Services
University of Louisville
Houchens Building, Room 160
Louisville, KY 40292-0001
Phone: (502) 852-6528
Fax: (502) 852-6526

Career Development
Paul Baird
Dean of Students
University of North Alabama
Box 5008
Florence, AL 35632-0001
Phone: (205) 760-4213
Fax: (205) 760-4904

Community Colleges
Johnny Crisler
Dean of Students
Hinds Community College-Utica Campus
Utica, MS 39175
Phone: (601) 885-6062
Fax: (601) 885-6026

Disability Concerns
Ruth C. Garvey
Assistant Vice President of Student Affairs
Bell College
2001 Newburg Road
Louisville, KY 40205
Phone: (502) 452-8251
Fax: (502) 452-8050

Enrollment Management
Eugene A. Dial, Jr.
Dean of Student Life
Nicholls State University
Box 2007
Thibodaux, LA 70310
Phone: (504) 448-4524
Fax: (504) 448-4928

Fraternity and Sorority
Charlotte Davis
Vice President for Student Affairs
Troy State University
Room 244, Adams Adm. Bldg.
Troy, AL 36082
Phone: (205) 670-3203
Fax: (205) 670-3777

Gay, Lesbian, and Bisexual Concerns
Greg Boardman
Assistant Vice President for Student Affairs
Tulane University
Suite 215, University Center
31 McAlister Drive
New Orleans, LA 70118-5698
Phone: (504) 865-5180
Fax: (504) 865-6769
E-mail:
BOARDMAN@-
MAILHOST.TCS.TULANE.EDU

Government Relations and Legislation
Frank H. Julian
Associate Professor of Legal Studies
Murray State University
Box 2054
University Station
Murray, KY 42071
Phone: (502) 762-2696
Fax: (502) 762-3482

Member Services
Tim Millerick
Acting Vice President for Student Affairs
Austin College
900 Grand Ave.
STE 61595
Sherman, TX 75090-4440
Phone: (903) 813-2228
Fax: (903) 813-3008

Minority Undergraduate Fellows Program (MUFP)
Patrice Prince
Director of Student Activities
Spelman College
Box 343
350 Spelman Lane SW
Atlanta, GA 30314
Phone: (404) 223-7521
Fax: (404) 223-1476

Educational Equity and Ethnic Diversity
Johnetta Cross Brazzell
Vice President for Student Affairs
Spelman College
350 Spelman Lane, SW
Atlanta, GA 30314-4399
Phone: (404) 223-1469
Fax: (404) 223-1476

New Professionals
Tracy T. Moore
Student Development Coordinator
Minority Student Life
218 Dinkins Student Center
Rock Hill, SC 29733
Phone: (803) 323-4503
Fax: (803) 323-2395
E-mail: MOORETT@WINTHROP.EDU

Research and Program Development
Diane L. Cooper
Assistant Professor, Human Development and Psychological Counseling
201-G Duncan Hall
Appalachian State University
Boone, NC 28608
Phone: (704) 262-6046
Fax: (704) 262-2128
E-mail:
COOPERDL@CONRAD.APPSTATE.EDU

Small Colleges and Universities
Carolyn B. McCurdy
Director, Student Development Center
Southern University at New Orleans
6400 Press Drive
New Orleans, LA 70126
Phone: (504) 286-5375
Fax: (504) 286-5131

Urban Colleges and Universities
Chuck Lynch
Vice Chancellor for Student Affairs
University of North Carolina—Charlotte
Charlotte, NC 28223
Phone: (704) 547-2206
Fax: (704) 547-2616
E-mail: ASA00CFL@UNCCVM

Women in Student Affairs
Susan W. Batchelor
Asst. Vice Chancellor, Student Affairs
Texas Christian University
P.O. Box 32919
Ft. Worth, TX 76129
Phone: (817) 921-7926
Fax: (817) 921-7333

STATE DIRECTORS

Alabama
Addie B. Crutcher
Director, Minority/International Student Affairs
University of Montevallo
Station 6565, Farmer Hall
Montevallo, AL 35115
Phone: (205) 665-6565
Fax: (205) 665-6566

Florida
Roger Sorochty
Vice President for Student Affairs
Eckerd College
4200 54th Avenue South
St. Petersburg, FL 33711
Phone: (813) 864-8421
Fax: (813) 866-2304
E-mail: SOROCHRW@ECKERD.EDU

Kentucky
David Parrott
Director, Residence Life
Western Kentucky University
#1 Big Red Way
Bowling Green, KY 42101-3576
Phone: (502) 745-2037
Fax: (502) 745-2937

Louisiana
Brent Steele
Dean of Student Life
University of New Orleans
University Center, Room 260
New Orleans, LA 70148
Phone: (504) 286-6222
Fax: (504) 286-3975

Mississippi
Joe Paul
Vice President, Student Affairs
University of Southern Mississippi
Box 5007 Southern Station
Hattiesburg, MS 39406
Phone: (601) 266-5020
Fax: (601) 266-5870

North Carolina
Harold R. Holmes
Dean of Student Services
Wake Forest University
P.0. Box 7202
Winston-Salem, NC 27109
Phone: (910) 759-5226
Fax: (910) 759-4744

South Carolina
Bruce Harshbarger
Vice President for Student Development
Charleston Southern University
P.O. Box 118087
Charleston, SC 29423-8087
Phone: (803) 863-8008
Fax: (803) 863-8074

Tennessee
Marcia Everett
Vice President for Student Affairs
Motlow State Community College
P.O. Box 88100
Tullahoma, TN 37388-8100
Phone: (615) 455-8511, ext. 207
Fax: (615) 454-0059
E-mail: MEVERETT@MSCC.CC.TN.US

Texas
James D. Studer
Vice President for Student Affairs
Southwest Texas State University
601 University Drive
San Marcos, TX 78666-4615
Phone: (512) 245-2152
Fax: (512) 245-2033
E-mail: JS10@SWTEXAS.BITNET

Virginia
Ira L. Andrews
Dean of Students
Randolph-Macon College
P.O. Box 5005
Ashland, VA 23005
Phone: (804) 752-7266
Fax: (804) 752-7231
E-mail: IANDREWS@RMC.EDU

HISTORIAN AND PARLIAMENTARIAN

Donald Boulton
Professor, School of Education
University of North Carolina at Chapel Hill
Chapel Hill, NC 27514
Phone: (919) 966-4045
Fax: (919) 962-2090
E-mail: DAB@UNC.EDU

NEWSLETTER EDITOR

Ann Coombes Goodman
Coordinator—Off Campus Center
Texas A&M University
Dept. of Student Affairs
College Station, TX 77843-1257
Phone: (409) 845-1741
Fax: (409) 862-1026

NOMINATIONS AND AWARDS

Bridgette Pregliasco
Assistant to Vice President for Student Affairs
Room 203 Grawemeyer Hall
University of Louisville
Louisville, KY 40292
Phone: (502) 852-6933
Fax: (502) 852-5844
E-mail:
BOPREGO1@ULKYVM.LOUISVILLE.EDU

PROFESSIONAL PROGRAMS

James Doran
Director of Special Programs, Services, and Projects
University of South Carolina
109 Russell House
Columbia, SC 29208
Phone: (803) 777-3848
Fax: (803) 777-9354
E-mail: IDEAN90@UNIVSCVM.USC.EDU

1994 CSAO SUMMER WORKSHOP, PROGRAM CHAIR

Charlene Davis
Acting Vice President for Student Affairs
University of South Carolina
Columbia, SC 29203
Phone: (803) 777-4172
Fax: (803) 777-9354

1994 CSAO SUMMER WORKSHOP, LOCAL ARRANGEMENTS CHAIR

Bruce Harshbarger
Vice President for Student Affairs
Charleston Southern University
P.O. Box 10087
Charleston, SC 29411
Phone: (803) 863-8008

1994 FALL UPDATE CONFERENCE, PROGRAM CHAIR

Johan A. Madson
Associate Provost and Dean of Students
Vanderbilt University
112 Kirkland Hall
Nashville, TN 37240
Phone: (615) 322-2436
Fax: (615) 343-8861
E-mail:
MADSONJA@-
CTRVAX.VANDERBILT.EDU

1994 FALL UPDATE CONFERENCE, LOCAL ARRANGEMENTS CHAIR

Libby Magill
Director of Conferences
Vanderbilt University
Box 1677, Station B
Nashville, TN 37235
Phone: (615) 343-8699
Fax: (615) 322-2020

1995 CSAO WORKSHOP, PROGRAM CHAIR

Susan Batchelor
Asst. Vice Chancellor
Texas Christian University
Ft. Worth, TX 76129
Phone: (817) 921-7926
Fax: (817) 921-7333

1995 CSAO WORKSHOP, LOCAL ARRANGEMENTS CHAIR

Janet (Jan) W. Paterson
Assistant Director—Student Activities
Texas A&M University
Rm 167 J.J. Koldus Bldg.
Texas A&M University
College Station, TX 77843-1236
Phone: (409) 845-1133
Fax: (409) 847-8854

1995 FALL UPDATE, PROGRAM CHAIR

Roger Sorochty
Vice President for Student Affairs
Eckerd College
4200 54th Avenue
St. Petersburg, FL 33711
Phone: (813) 864-8421
Fax: (813) 866-2304
E-mail: SOROCHRW@ECKERD.EDU

1995–96 MID-MANAGER'S INSTITUTE DIRECTOR

Shamin Sisson
Assistant Dean of Students
University of Virginia
Box 708 Newcomb Hall Station
Charlottesville, VA 22904
Phone: (804) 924-7133
Fax: (804) 924-3889

1994–95 NEW PROFESSIONALS INSTITUTE DIRECTOR

Almeda Jacks
Vice President for Student Affairs
Clemson University
202 Sikes Hall, Box 344001
Clemson, SC 29634-4001
Phone: (803) 656-2161
Fax: (803) 656-0489
E-mail:
ALMEDA_ROGERS-JACKS@-
QUICKMAIL.CLEMSON.EDU

SACSA LIAISON

Cynthia Bonner
Associate Vice President for Student Services
General Administration
University of North Carolina
P.O. Box 2688
Chapel Hill, NC 27515-2688
Phone: (919) 962-4555
Fax: (919) 962-0488

Region IV-East Advisory Board

VICE PRESIDENT

Carmen Witt
Dean of Students
University of Wisconsin—Milwaukee
P.O. Box 413
Milwaukee, WI 53201
Phone: (414) 229-4577
Fax: (414) 229-5347
E-mail:
CARMEN.WITT@MAIL.OS.UWM.EDU

VICE PRESIDENT-ELECT

Constance Rockingham
Vice President for Student Affairs
Southern Illinois University at Edwardsville
Campus Box 1058
Edwardsville, IL 62026
Phone: (618) 692-2020
Fax: (618) 692-3388

1995 REGIONAL CONFERENCE CHAIR

Theresa A. Powell
Vice President for Student Affairs
Western Michigan University
1201 Oliver Street
Kalamazoo, MI 49008
Phone: (616) 387-2152
Fax: (616) 387-2554
E-mail: THERESA.POWELL@WMICH.EDU

REGIONAL NETWORKS COORDINATOR

Daryll Hersemann
Vice President for Student Affairs
Valparaiso University
Kretzmann Hall
Valparaiso, IN 46383
Phone: (219) 464-5411
Fax: (219) 464-5381
E-mail: DHERSEMANN@VALPO.EDU

MEMBER SERVICES

Mary Desler
Vice President for Enrollment Management
North Central College
30 North Brainard Street
P.O. Box 3063
Naperville, IL 60566-7063
Phone: (708) 420-6915
Fax: (708) 420-4234

NEWSLETTER

Tom Dake
Program Manager I
University of Wisconsin—Milwaukee
P.O. Box 413
Milwaukee, WI 53201
Phone: (414) 229-5780
Fax: (414) 229-5347
E-mail: TOM.DAKE@MAIL.OS.UWM.EDU

AWARDS

Paul Parker
Vice President—Student Affairs
Loyola University of Chicago
6525 North Sheridan Road
Chicago, IL 60626
Phone: (312) 508-3890
Fax: (312) 508-3895
E-mail: PPARKER@WPO.IT.LUC.EDU

REGIONAL WORKSHOPS COORDINATOR

Frank Borelli
Vice Chancellor Student Affairs
Indiana/Purdue-Fort Wayne
2101 Coliseum Boulevard East
Fort Wayne, IN 46805-1499
Phone: (219) 481-6844
Fax: (219) 481-6880
E-mail:
BORELLI@CVAX.IPFW.INDIANA.EDU

CAREER DEVELOPMENT AND PROFESSIONAL STANDARDS

Sarah E. Shumate
Associate Dean for Student Affairs
Kent State University
Student Affairs—225 MSC
Kent, OH 44242
Phone: (216) 672-4050
Fax: (216) 672-2600

RESEARCH AND PROGRAM DEVELOPMENT

Mary Beth Snyder
Dean of Students
Iowa State University
210 Student Services Building
Ames, IA 50011
Phone: (515) 294-1020
Fax: (515) 294-5457
E-mail: MSNYDER@IASTATE.EDU

GOVERNMENTAL RELATIONS

Bart Merkle
Assistant Provost/Dean of Students
Grand Valley State University
209 Kirkhof Center
Allendale, MI 49401
Phone: (616) 895-3585
Fax: (616) 895-2355
E-mail: MERKLEB@GVSU.EDU

LIAISON FOR PROFESSIONAL PREPARATION PROGRAMS

Donna Talbot
Assistant Professor, Counseling Education and Counseling Psychology
Western Michigan University
3102 Sangren Hall
Kalamazoo, MI 49008
Phone: (616) 387-5122
Fax: (616) 387-2882

COORDINATOR OF SPECIAL PROGRAMS

David Grady
Director of Campus Programs and Student Activities
University of Iowa
145 Iowa Memorial Union
Iowa City, IA 52242-1317
Phone: (319) 335-3059
Fax: (319) 335-3407
E-mail: DAVIDGRADY@UIOWA.EDU

ADULT LEARNERS/ COMMUTER STUDENTS NETWORK

Mary Ellen Ashley
Associate Vice President
University of Cincinnati
350 TUC ML #0159
Cincinnati, OH 45221-0159
Phone: (513) 556-6004
Fax: (513) 556-4178
E-mail: MARY.ASHLEY@UCP.EDU

COMMUNITY COLLEGES NETWORK

Benjamin Young
Vice President—Student Services
Lincoln Land Community College
Shepherd Road
Springfield, IL 62794-9256
Phone: (217) 786-2212
Fax: (217) 786-2223

DISABILITY CONCERNS NETWORK

Brian Dusbiber
Director of Residence Life
University of St. Thomas
2115 Summit, Mall #5052
St. Paul, MN 55105-1096
Phone: (612) 962-6471
Fax: (612) 965-6360
E-mail:
BDDUSBIBER@STTHOMAS.EDU@PMDF

EDUCATIONAL EQUITY AND ETHNIC DIVERSITY NETWORK

Michael Jeffries
Director, Minority Student Affairs
University of Illinois
Rm. 130 Turner Bldg.
610 E. John St.
Champaign, IL 61820
Phone: (217) 333-0054
Fax: (217) 244-0349
E-mail:
M.JEFFRIES@TURNER.ODOS.UIUC.EDU

ENROLLMENT MANAGEMENT NETWORK

Colleen Hegranes
Vice President Enrollment Management/
Dean of Students
College of St. Catherine
2004 Randolph Avenue
St. Paul, MN 55105
Phone: (612) 690-6778
Fax: (612) 690-6024
E-mail:
CAHEGRANES@ALEX.STKATE.EDU

FRATERNITY/SORORITY NETWORK

Jerry Price
Director of Residence
Drake University
2507 University Avenue
Des Moines, IA 50311
Phone: (515) 271-3781
Fax: (515) 271-4110
E-mail: JPRICE@ACAD.DRAKE.EDU

GAY, LESBIAN AND BISEXUAL CONCERNS NETWORK

Janice R. Sheppard
Assistant to the Dean of Students
University of Wisconsin—Madison
117 Bascom Hall
500 Lincoln Drive
Madison, WI 53706-1380
Phone: (608) 263-5700
Fax: (608) 263-2081
E-mail:
JANICE.SHEPPARD@-
MAIL.ADMIN.WISC.EDU

NEW PROFESSIONALS NETWORK

Barbara Jones
Associate Vice President for Student Affairs
Ball State University
Student Life, Student Center #224
Muncie, IN 47306
Phone: (317) 285-5036
Fax: (317) 285-6615
E-mail:
OIBCJ0NES@VIRGO.BSUVC.BSU.EDU

SMALL COLLEGES NETWORK

James Kridler
Dean of Students
Alma College
614 West Superior Street
Alma, MI 48801
Phone: (517) 463-7333

URBAN COLLEGES AND UNIVERSITIES NETWORK

Joyce LeClaire
Dean of Advising/Student Services
Metropolitan State University
730 Hennepin Avenue
Minneapolis, MN 55403-1897
Phone: (612) 373-2712
Fax: (612) 373-2751
E-mail:
JOYCELECLAIRE@-
METRO2.METRO.MSUS.EDU

WOMEN IN STUDENT AFFAIRS NETWORK

Rosemary O'Boyle
Assistant Vice President for
Student Development
University of Dayton
300 College Park
Dayton, OH 45469-0962
Phone: (513) 229-3311
Fax: (513) 229-3446
E-mail:
OBOYLE@-
UDAVXB.OCA.UDAYTON.EDU

STATE REPRESENTATIVES

Illinois

Barbara Henley
Vice President for Student Affairs
Northern Illinois University
Lowden Hall 105
DeKalb, IL 60115
Phone: (815) 753-1573
Fax: (815) 753-5100

Indiana

Dick McKaig
Dean of Students
Indiana University
Franklin Hall #108
Bloomington, IN 47405-2801
Phone: (812) 855-8187
Fax: (812) 855-5381
E-mail: MCKAIG@UCS.INDIANA.EDU

Iowa

Carolyn Rants
Vice President for Student Affairs
Morningside College
1501 Morningside
Sioux City, IA 51106
Phone: (712) 274-5104
E-mail:
CJROOL@CHIEF.MORNINGSIDE.EDU

Michigan

James Hill
Vice President for Student Affairs
Central Michigan University
182 Warriner Hall
Mt. Pleasant, MI 48859
Phone: (517) 774-3208
Fax: (517) 774-3665

Minnesota

Gary L. McGrath
Vice Chancellor for Student Affairs
University of Minnesota—Morris
600 East Fourth Street
Morris, MN 56267
Phone: (612) 589-6013
Fax: (612) 589-3811

Ohio

Barbara Keller
Director of Residence Education
Bowling Green State University
425 Student Services Building
Bowling Green, OH 43403
Phone: (419) 372-2456
Fax: (419) 372-8150

Wisconsin

Mary Skorheim
Dean of Students
University of Wisconsin—Oshkosh
125 Dempsey Hall
Oshkosh, WI 54901
Phone: (414) 424-3100
Fax: (414) 424-7317
E-mail:
SKORHEIM@UAXA.CIX.UWOSH.EDU

Provincial Representative—Ontario

Brian Sullivan
Associate Vice President, Student Affairs
University of Guelph
Guelph, Ontario, Canada N1G 2W1
Phone: (519) 824-4120, ext. 3868
Fax: (519) 767-1693
E-mail:
BRIAN@EXEC.ADMIN.UOGUELPH.CA

Region IV-West Advisory Board

VICE PRESIDENT

Nancy A. Scott
Vice President for Student Affairs
University of Northern Colorado
Carter Hall 3005
Greeley, CO 80639
Phone: (303) 351-2303
Fax: (303) 351-1870
E-mail: nscott@mail.UnivNorthCo.edu

CHAIR, 1994 REGIONAL CONFERENCE

Judith Jones
Assistant Vice President for Student Affairs
University of Northern Colorado
Carter Hall 3005
Greeley, CO 80639
Phone: (303) 351-2303
Fax: (303) 351-1870
E-mail: jjones@mail.UnivNorthCo.edu

COCHAIRS, LOCAL ARRANGEMENTS

Lynn Nestingen
Director, Student Activities
Arapahoe Community College
2500 West College Drive
Littleton, CO 80160-9002
Phone: (303) 797-5668
Fax: (303) 797-5935

Davidson Porter
Associate Director, Student Activities
Metropolitan State College of Denver
P.0. Box 173362
Denver, CO 80217
Phone: (303) 556-2595
Fax: (303) 556-2596

NEWSLETTER EDITOR

Steven Hinds
Assistant Director of Admissions
University of Arkansas
200 Silas H. Hunt Hall
Fayetteville, AR 72701
Phone: (501) 575-5346
Fax: (501) 575-7790
E-mail: SHINDS@UAFSYSA.UARK.EDU

REGIONAL NETWORKS COORDINATOR

Jane Guyton
Dean of Student Services
Northwest Arkansas Community College
P.0. Box 1408
Bentonville, AR 72712
Phone: (501) 636-7202
Fax: (501) 636-7036

COORDINATORS

Adult Learners/Commuter Students

Wayne Hatcher
Dean of Students
Cameron University
320 Shepler Center
2800 West Gore Boulevard
Lawton, OK 73505-6377
Phone: (405) 581-2209

Career Development and Professional Standards

Sandy MacLean
Vice Chancellor for Student Affairs
University of Missouri—St. Louis
8001 Natural Bridge Road
St. Louis, MO 63121-4499
Phone: (314) 553-5211
Fax: (314) 553-6535
E-mail: SLSMACL@UMSLVMA.UMSL.EDU

Community Colleges

Ron Gerstbauer
Dean of Student Services
North Central Missouri College
1301 Main, Box 107
Trenton, MO 64683
Phone: (816) 359-3948
Fax: (816) 359-2211

Disability Concerns

Grady Landrum
Director
Wichita State University
1845 North Fairmont
Wichita, KS 67260-0132
Phone: (316) 689-3309
Fax: (316) 689-3770

Educational Equity and Ethnic Diversity

Bob Daniels
Vice President for Student Affairs
Lincoln University
303 Young Hall
Jefferson City, MO 65102
Phone: (314) 681-5104

Enrollment Management

Sue Spooner
Professor, College Student Personnel Administration
University of Northern Colorado
McKee Hall
Greeley, CO 80639
Phone: (303) 351-1682
Fax: (303) 356-0225
E-mail: sspooner@mail.UnivNorthCo.edu

Gay, Lesbian, and Bisexual Concerns

Patrick Dilley
Organizations and Activities Center
University of Kansas
400 Kansas Union
Lawrence, KS 66045
Phone: (913) 864-4861
E-mail: dilleyz@st37.EDS.UKANS.EDU

Greek Relationships

Jim Hoppe
Associate Director of Residence Life
St. Louis University
3630 West Pine
St. Louis, MO 63108
Phone: (314) 658-2811
Fax: (314) 658-3874
E-mail: HOPPEJC@SLUVCA.SLU.edu

Membership

Jody Donovan
Director of Residence Life
Nebraska Wesleyan University
5000 St. Paul Avenue
Lincoln, NE 68504-2796
Phone: (402) 465-2159
Fax: (402) 465-2179

Minority Undergraduate Fellows Program

Laura E. Valdez
Student Services Center
University of New Mexico
Albuquerque, NM 87131
E-mail: lvaldez@BOOTES.UNM.EDU

New Professionals

Kim Grassmeyer
Educational Administration
1204 Seaton Hall
University of Nebraska-Lincoln
Lincoln, NE 68588-0638
Phone: (402) 472-3726
Fax: (402) 472-8317
E-mail: KVG@UNL.EDU

Regional Awards Program

Bill Pennington
Special Assistant to the Vice President
University Center at Tulsa
700 North Greenwood Avenue
Tulsa, OK 74106-0700
Phone: (918) 586-0711
Fax: (918) 592-9694

Research and Program Development
Kerry McCaig
Director
Regis University
3333 Regis Boulevard
121 Carroll Hall
Denver, CO 80221
Phone: (303) 458-3515
Fax: (303) 458-4921

Small Colleges and Universities
Steve Butler
Vice President for Student Affairs
Peru State College
Peru, NE 68421
Phone: (402) 872-2213

Urban Colleges and Universities
Susan B. Dunton
Associate Academic Dean
Fontbonne College
6800 Wydown Boulevard
St. Louis, MO 63105-3098
Phone: (314) 889-1409
Fax: (314) 889-1451

Women in Student Affairs
Sherilyn Poole
Associate Provost for Student Development
University of Tulsa
Tulsa, OK 74104
Phone: (918) 631-3209
Fax: (918) 631-3187
E-mail: sdev_sp@vax1.UTulsa.edu

Liaison, Preparation Programs
Dick Palm
Assistant Professor, Higher Education
University of Missouri-Kansas City
5100 Rockhill Road
Kansas City, MO 64110-2499
Phone: (816) 235-2449
Fax: (816) 235-5270

Liaison, Senior Student Affairs Officers
James Dawson
Vice President for Student and Institutional Development
Ft. Hays State University
600 Park Street
Hays, KS 67601-4099
Phone: (913) 628-4277
Fax: (913) 628-4113
E-mail: SAJD@FHSU.VM.FHSU.EDU

STATE COORDINATORS

Arkansas
Lyle A. Gohn
Vice Chancellor for Student Services
University of Arkansas
427 Administration Building
Fayetteville, AR 72701
Phone: (501) 575-5007 or (501) 575-2819
Fax: (501) 575-7575
E-mail: lg21709@UAFSYSB.UARK.edu

Colorado
Maggie Miller
Assistant Director of Student Activities
Metropolitan State College of Denver
P.O. Box 173362
Campus Box 39
Denver, CO 80217-3362
Phone: (303) 556-2595
Fax: (303) 556-2596
E-mail: MILLERM1@mscd.edu

Kansas
Lisa Heath
Director of Student Development
Fort Hays State University
600 Park
Hays, KS 67601
Phone: (913) 628-4276
Fax: (913) 628-4113
E-mail: salh@fhsuvm.fhsu.edu

Manitoba and Saskatchewan
Don E. Hall
Dean of Student Services
University of Winnipeg
515 Portage Avenue
Winnipeg, Manitoba
CANADA R38 2E9
Phone: (204) 786-9337
Fax: (204) 786-8656

Missouri
Tony Boes
Vice President for Student Affairs
Central Methodist College
Student Life Office
Fayette, MO 65248
Phone: (816) 248-3391
Fax: (816) 248-2287
E-mail: tboes01@bigcat.missouri.edu

Nebraska
Marilee Ludvik
Degree Completion Program
Concordia Teachers College
Seward, NE 68434
Phone: (402) 643-7336
Fax: (402) 643-4073
E-mail:mludvik@seward.ccsn.edu

New Mexico
Brian Polding
Assistant Dean of Students
University of New Mexico
Dean of Students Office
Albuquerque, NM 87110-2011
Phone: (505) 277-3361
Fax: (505) 277-0370
E-mail: polding@BOOTES.UNM.EDU

North Dakota
Gary Biller
Vice President for Student Affairs
Dickinson State University
291 Campus Drive
Dickinson, ND 58601
Phone: (701) 227-2310
Fax: (701) 227-2006
E-mail: Biller@NDSUVM1.bitnet

Oklahoma
Gerrald Williamson
Vice President for Student Affairs
East Central University
Box Y 3
Ada, OK 74820
Phone: (405) 332-8000, ext. 208
Fax: (405) 332-1623

South Dakota
Doug Lange
Dean of Students
South Dakota School of Mines & Technology
501 East St. Joseph Street
Rapid City, SD 55701-3995
Phone: (605) 394-2416
E-mail: dlange@silver.sdsmt.edu

Wyoming
Joey Johannsen
Wyoming Union Program Specialist
University of Wyoming
P.O. Box 3625
Laramie, WY 82071
Phone: (307) 766-6340

Region V Advisory Board

VICE PRESIDENT

Richard Stenard
Eastern Oregon State College
1410 L Avenue
La Grande, OR 97850-2899
Phone: (503) 962-3635
Fax: (503) 962-3849
E-mail: Stenardd@EOSC.OSSHE.EDU

IMMEDIATE PAST VICE PRESIDENT

Penny Wills
Portland Community College
P.O. Box 19000
Portland, OR 97219-0990
Phone: (503) 244-6111
Fax: (503) 240-5370
E-mail: Penwills@PCCCP6

CONFERENCE CHAIR

Marjorie (Margie) Van Vooren
Boise State University
1910 University Drive, Admin. Bldg. 114
Boise, ID 83725
Phone: (208) 385-1583
E-mail: ASTVANVO@idbsu.idbsu.edu

VICE PRESIDENT-ELECT

Marie Kotter
Vice President, Student Services
Weber State University
Ogden, UT 84408-1003
Phone: (801) 626-6008
Fax: (801) 626-7922
E-mail: WSMkotter@cc.weber.edu

NEWSLETTER EDITOR

Gordon Schell
Director of Student Activities
Montana State University—Billings
1500 N. 30th Street
Billings, MT 59101
Phone: (406) 657-2387
Fax: (406) 657-2388
E-mail: SUA_SCHELL@VINO.EMCMT.EDU

SECRETARY/TREASURER

Terral Schut
Eastern Oregon State College
1410 L Avenue
La Grande, OR 97850-2899
Phone: (503) 962-3393
Fax: (503) 962-3849
E-mail: Schutt@EOSC.OSSHE.EDU

STATE/PROVINCE COORDINATORS

Alaska

Mike Sfraga
University of Alaska, Fairbanks
Signers Hall
Fairbanks, AK 99775
Phone: (907) 474-7317
Fax: (907) 474-5379
E-mail: Fnmps@acad3.alaska.edu

Alberta

Lorna Cammaert
University of Calgary
2500 University Dr. NW Calgary
Alberta, Canada T2N 1N4
Phone: (403) 284-7531
Fax: (403) 289-6800

British Columbia

Mel Galloway
University College of the Cariboo
Box 3010, Kamloops
BC, Canada V2C 5N3
Phone: (604) 828-5010
Fax: (604) 828-5668

Idaho

Mike Hostetler
Lewis-Clark State College
8th Avenue & 6th Street
Lewiston, ID 83501
Phone: (208) 749-2218
Fax: (208) 746-7354

Montana

Barbara (Barb) Hollmann
University of Montana
Missoula, MT 59812
Phone: (406) 243-5225
Fax: (406) 243-2797

Nevada

Pat Miltenberger-Edgington
University of Nevada-Reno
Reno, NV 89557
Phone: (702) 784-6196

Oregon

Anne Leavitt
University of Oregon
364 Oregon Hall
Eugene, OR 97403
Phone: (503) 346-1129
Fax: (503) 346-5811
E-mail: Anne_Leavitt@stuaffairs

Utah

Lee Peters
Weber State University
Ogden, UT 84408-2101
Phone: (801) 626-6978
Fax: (801) 626-7538

Washington

Shannon Ellis
Evergreen State College
Library 1414
Olympia, WA 98505
Phone: (206) 866-6000, ext. 6034
Fax: (206) 866-6823

REGIONAL NETWORK COORDINATORS

Adult Learners

Nancy Adams
Marylhurst College
P.O. Box 261
Marylhurst, OR 97036
Phone: (503) 636-8141
Fax: (503 636-9526

Community Colleges

Lowell Ford
Chemeketa Community College
4000 Lancaster Drive NE
Salem, OR 97309-7070
Phone: (503) 399-5076

Enrollment Management

Jennifer Fisher
Idaho State University
P.O. Box 8054
Pocatello, ID 83201
Phone: (208) 236-2123
Fax: (208) 236-4487

Educational Equity and Ethnic Diversity

Jackie Leno-Grant
Director, Native American Program
Eastern Oregon State College
1410 L Avenue
La Grande, OR 97850-2899
Phone: (503) 962-3741
Fax: (503) 962-3849

Fraternity/Sorority

Julian Davis
University of Utah
Room 270 University Union
Salt Lake City, UT 84112
Phone: (801) 581-7066

Gay, Lesbian, and Bisexual Concerns
Jackie Balzer
Office of Dean of Students
University of Oregon
Eugene, OR 97403
Phone: (503) 346-1142
Fax: (503) 346-5811
E-mail: balzer@oregon.uoregon.edu

New Professionals
Richard (Rich) Okamoto
Seattle Pacific University
100 Tiffany Hall
Seattle, WA 98119
Phone: (206) 281-2272
Fax: (206) 281-2730
E-mail: Rokamoto@Paul.SPU.EDU

Small Colleges and Universities
Clayton (Clay) Smith
Dean, Enrollment and Student Services
5300 Pacific Ave SE
Lacey WA 98503
Phone: (206) 438-4367

Students with Disabilities
Patricia (Pat) Martin
Lewis-Clark State College
8th Avenue & 6th Street
Lewiston, ID 83501
Phone: (208) 799-2211
Fax: (208) 746-7354

Urban Colleges and Universities
(vacant)

Women in Student Affairs
Lucinda Over
Evergreen State College
Library 1400
Olympia, WA 98505
Phone: (206) 866-6000, ext. 6543
Fax: (206) 866-6823

DIVISION COORDINATORS

Membership
Kathy Courtney
Seattle University
Broadway & Madison
Seattle, WA 98122
Phone: (206) 296-6040
Fax: (206) 296-2545

Career Development and Professional Standards
Henry Johnson
University of Puget Sound
1500 North Warner
Tacoma, WA 98416-0662
Phone: (206) 756-3362
Fax: (206) 756-3360

Research and Program Development
George Bettas
Washington State University
336 French Admin. Bldg.
Pullman, WA 99164-1032
Phone: (509) 335-4531
E-mail: Bettas@WSU UVMI.CSC.WSU.EDU

OTHER MEMBERS

Senior Student Affairs Officers
Dennis L. Madson
Lewis and Clark College
0615 S.W. Palatine Hill Rd.
Portland, OR 97219-7899
Phone: (503) 768-7100
Fax: (503) 768-7105

Graduate Students
Darcy Keene
1111 East Columbia
Seattle University
Seattle, WA 98122
Phone: (206) 296-6410

Nominations
(vacant)

Special Projects
Jeremy Stringer
Seattle University
Broadway & Madison
Seattle, WA 98122
Phone: (206) 296-6061

Region VI Advisory Board

VICE PRESIDENT

Doris Ching
Vice President for Student Affairs
University of Hawaii at Manoa
2444 Dole St.
Honolulu, HI 96822
Phone: (808) 956-8753
Fax: (808) 956-9219
E-mail:
VPSA.CHING@-
MVAX.MSO.HAWAII.EDU

PAST VICE PRESIDENT

Thomas P. Boyle
Director of Student Life
California State University
5280 N. Jackson Avenue
Fresno, CA 93710-0036
Phone: (209) 278-2741
Fax: (209) 278-7786
E-mail: TOM_BOYLE@CSUFRESNO.EDU

AT-LARGE

Amy Agbayani
Director
Student Equity, Excellence and Diversity
University of Hawaii at Manoa
2444 Dole St.
Honolulu, HI 96822
Phone: (808) 956-4567
Fax: (808) 956-9219

Daniel Ceballos
Assistant Director
Housing and Residence Life
Santa Clara University
216 Benson Center
Santa Clara, CA 95053
Phone: (408) 554-2148
Fax: (408) 554-4707

Hal G. Gin
Executive Director
Student Development Services
California State University
Hayward, CA 94542
Phone: (510) 881-3763
Fax: (510) 888-4781
E-mail: HGIN@CSUHAYWARD.EDU

Anne Golseth
Vice President of Student Services
Ohlone College
43600 Mission Blvd.
Fremont, CA 94539
Phone: (510) 659-6262
Fax: (510) 659-6057
E-mail:
AGOLSETH@-
OHLONE.FREMONT.CC.CA.US

Jill Halvaks
Director
New Student Programs
209 Administration
University of California
Irvine, CA 92717
Phone: (714) 856-7759
Fax: (714) 725-3090
E-mail: JHALVAKS@UCI.EDU

George Hibbard
Dean of Students
California State University
9001 Stockdale Hwy.
Bakersfield, CA 93311
Phone: (805) 644-2161
Fax: (805) 664-3050

Susan Hunter Hancock
Dean of Student Services
Pacific Oaks College
5 Westmoreland Place
Pasadena, CA 91103
Phone: (818) 397-1336
Fax: (818) 577-6144

Michael Jackson
Dean of Students
323 Old Union
Stanford University
Stanford, CA 94305
Phone: (415) 723-2733
Fax: (415) 725-6227
E-mail:
CR.MLJ@FORSYTHE.STANFORD.EDU

Jess Marks
Associate Dean of Students
University of the Pacific
Stockton, CA 95211
Phone: (209) 946-2451
Fax: (209) 946-2689

Hazel J. Scott
Vice President for Student Services
Occidental College
1600 Campus Rd.
Los Angeles, CA 90041
Phone: (213) 259-2661
Fax: (213) 341-4927
E-mail: SCOTT@BENGEL.OXY.EDU

Patricia Swatfager-Haney
Dean of Students
Santa Clara University
Benson Center 218
Santa Clara, CA 95053
Phone: (408) 554-4366
Fax: (408) 554-2176
E-mail:
PSWATFAGER@SCUACC.SCU.EDU

NASPA CHAIR, NETWORKS AND PROJECTS

Mark von Destinon
Dean of Student Services
Cochise College
901 No. Colombo
Sierra Vista, AZ 85635
Phone: (602) 459-9791
Fax: (602) 459-9752

DIVISION CHAIRS

Membership

Chris Zeller
Director, Off-Campus Student Services
University of California
Administration 209
Irvine, CA 92717
Phone: (714) 856-7248
Fax: (714) 725-3090
E-mail: cpzeller@uci.edu

Research and Program Development

Alan Yang
Dean of Student Services
University of Hawaii at Hilo
200 W. Kawili St.
Hilo, HI 96720
Phone: (808) 933-3334
Fax: (808) 933-3691
E-mail:
ALANY@UHUNIX.UHCC.HAWAII.EDU

Career Development and Professional Standards

Stephen Lamb
Director of Special Projects
California Polytech State University
Administration 209
San Luis Obispo, CA 93407
Phone: (805) 756-1521
Fax: (805) 756-5903
E-mail: DU248@OASIS.CALPOLY.EDU

EXECUTIVE COMMITTEE CHAIRS

Arizona

Lenna Nieboer-Erickson
Coordinator of Judicial Affairs
Arizona State University
Tempe, AZ 85287-0512
Phone: (602) 965-6547
Fax: (602) 965-9608
E-mail: ISTLKE@ASVM.INRE.ASU.EDU

Hawaii

Francine Corley
Director of Campus Life
Chaminade University
3140 Waialae Avenue
Honolulu, HI 96816
Phone: (808) 735-4710
Fax: (808) 739-4647

Northern California

Elizabeth Griego
Dean of Student Affairs and Research
Samuel Merritt College
370 Hawthorne Ave.
Oakland, CA 94609
Phone: (510) 869-6732
Fax: (510) 869-6725

Southern California

Naomi Johnson
Assistant Dean of Students
Campus Activities Center
University of California
3151 University Center
Santa Barbara, CA 93106
Phone: (805) 893-4551
Fax: (805) 893-8749
E-mail: APC1NTJ@UCSBVM.UCSB.EDU

Newsletter Editor

Lynne McVeigh
Assistant Dean of Student Affairs
California State University
Mission Viejo Campus
28000 Marguerite Pkwy.
Mission Viejo, CA 92632
Phone: (714) 582-4990
Fax: (714) 582-4829
E-mail: LMCVEIGH@FULLERTON.EDU

Liaison with Other Professional Organizations

Jo-Anne Shibles
Coordinator of Greek Life
Student Activities Office
San Jose State University
One Washington Square
San Jose, CA 95192-0038
Phone: (408) 924-5950
Fax: (408) 924-5978

COORDINATORS

Adult Learners/Commuter Students

Herman Walker
Dean of Student Personnel Services
Scottsdale Community College
9000 E. Chaparral Rd.
Scottsdale, AZ 85250
Phone: (602) 423-6002
Fax: (602) 423-6200

Community Colleges

Robin Walsh
Vice President, Student Services
Mohave Community College
1971 Jagerson Avenue
Kingman, AZ 86401
Phone: (602) 757-0828
Fax: (602) 757-0836
E-mail:
ROBWALATPOPS.MOHAVE.CC.AZ.US

Disability Concerns
Kenneth Tokuno
Dean of Student Services
Leeward Community College
96-045 Ala Ike St.
Pearl City, HI 96782
Phone: (808) 455-0265
Fax: (808) 455-0471
E-mail:
STSVC_DEAN@-
LCCADA.LCC.HAWAII.EDU

Educational Equity and Ethnic Diversity
V. Barbara Bush
Dean of Students
Scripps College
1030 Columbia Avenue
Claremont, CA 91711
Phone: (909) 621-8277
Fax: (909) 621-8323
E-mail:
BBUSH@GROVER.CLAREMONT.EDU

Enrollment Management
Yvonne L. Marsh
Assistant Vice Chancellor
University of California
Davis, CA 95616
Phone: (916) 752-6449
Fax: (916) 752-1280
E-mail: 2UNIX:YLMARSH@UCDAVIS.EDU

Fraternity/Sorority
Reuban Rodriguez
Director of Student Activities
Whittier College
P.O. Box 634
Whittier, CA 90608
Phone: (310) 907-4233

Gay, Lesbian and Bisexual Concerns
Troy Gilbert
Program Coordinator
Office of Student Activities
Stanford University
323 Old Union
Stanford, CA 94305
Phone: (415) 723-2733
Fax: (415) 725-6227
E-mail:
TROY.GILBERT@-
FORSYTHE.STANFORD.EDU

International
Dean M. Batt
Vice President for Student Affairs
San Jose State University
One Washington Square
San Jose, CA 95192-0031
Phone: (408) 924-5900
Fax: (408) 924-5978

Judicial Affairs
Robert J. Naples
Associate Vice President for Student Affairs
California State Poly University
3801 W. Temple Ave.
Pomona, CA 91768
Phone: (909) 869-3358
Fax: (909) 869-4386
E-mail: RJNAPLES@CSUPOMONA.EDU

Liaison to Senior Student Affairs Officers
Andrea McAleenan
Assistant Dean and Director
Executive and Fully Employed MBA Programs
University of California
AGSM, 4383
405 Hilgard Ave.
Los Angeles, CA 90024-1481
Phone: (310) 825-2032
Fax: (310) 206-3746
E-mail:
AMCALEENAN@AGSM.UCLA.EDU

Mid-Level Management
Alan Yang
Dean of Student Services
University of Hawaii at Hilo
200 W. Kawili St.
Hilo, HI 96720-4091
Phone: (808) 933-3334
Fax: (808) 933-3691

New Professionals
Harriet K. Pila
Director, Prevention Education Program
San Jose State University
One Washington Square
San Jose, CA 95192-0031
Phone: (408) 924-5945
Fax: (408) 924-5978
E-mail: PILA@SJSUVM1.SJSU.EDU

New Professionals Academy
Louis J. Murdock
Vice President for Student Affairs
California State University
1000 E. Victoria St.
Carson, CA 90747
Phone: (310) 516-3784
Fax: (310) 516-3525
E-mail:
LMURDOCK@DHVX20.CSUDH.EDU

Regional Technology Development
Gary Kleemann
Coordinator
Management Research Analysis
Box 873001
Arizona State University
Tempe, AZ 85287-3001
Phone: (602) 965-4070
Fax: (602) 965-1608
E-mail: GARY.KLEEMANN@ASU.EDU

Service Learning
George D. Taylor
Vice President for Student Affairs
California State University
5151 State University Drive
Los Angeles, CA 90032-8260
Phone: (213) 343-3100
Fax: (213) 343-6449
E-mail:
GTAYLOR@-
CSLANET.CALSTATELA.EDU

Small Colleges and Universities
Len Hightower
Dean of Student Affairs
University of La Verne
1950 3rd Street
La Verne, CA 91750
Phone: (909) 593-3511, ext. 4050
Fax: (909) 596-2537
E-mail:
HIGHTOWER@-
ULVACS.ULAVERNE.EDU

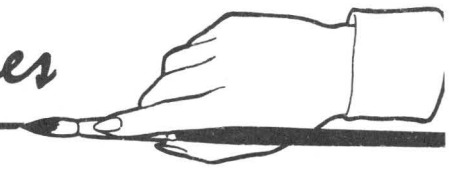
Urban Colleges and Universities
David Crandall
Director of Student Activities
University of Southern California
Student Union 202
Los Angeles, CA 90089-0890
Phone: (213) 740-5693
Fax: (213) 749-9781
E-mail: DCRANDAL@MIZAR.USC.EDU

Women in Student Affairs
Nanci Howe
Director of Student Affairs
Tresidder Memorial Union
Stanford University
P.O. Box 6508
Stanford, CA 94309
Phone: (415) 725-3104
E-mail: RR.NAN@FORSYTHE

NETWORK COORDINATOR

Renee Barnett
Dean of Student Affairs
University of California, San Diego
9500 Gilman Dr.
La Jolla, CA 92093-0321
Phone: (619) 534-3492
Fax: (619) 534-4663
E-mail: RBARNETT@UCSD.EDU

Contemporary Campus Issues



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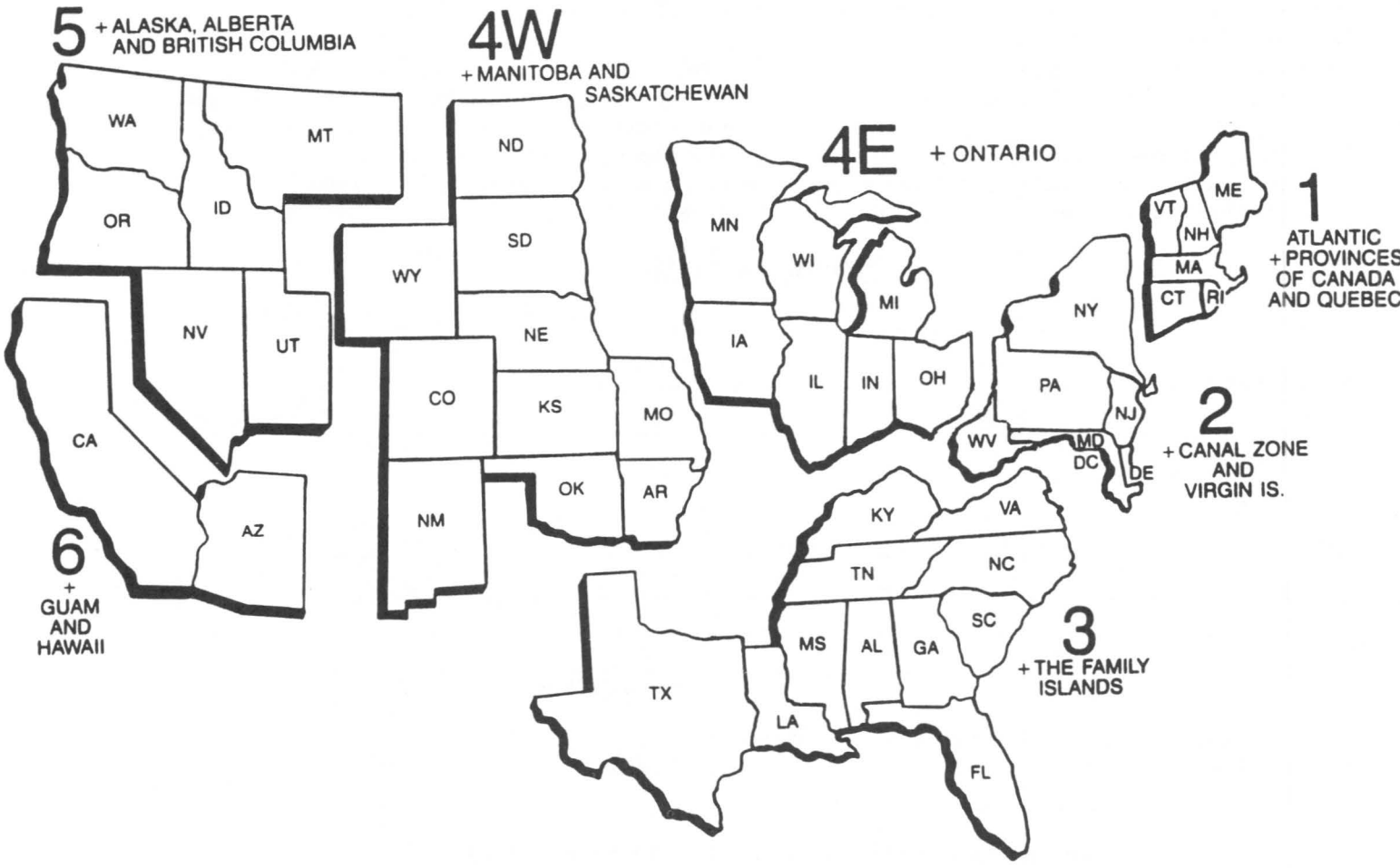
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*Directory of Membership**

Current as of June 14, 1994

A

AARON, Dana
Asst Vice Pres Student Affairs
Ithaca College
Ithaca, NY 14850
Phone: (607) 274-1635
No. 21146 2 P

AARON, Ron
Assoc Dean Student Development
CUNY Baruch College
Box 304 17 Lexington Avenue
New York, NY 10010
Phone: (212) 447-3500
Fax: (212) 447-3505
No. 4339 2 P

AARONSON, Laurie M.
1215 Blossom Street
Columbia, SC 29208
Phone: (803) 777-2716
No. 20630 3 S

ABARBANEL, Gail
Director Rape Treatment Center
Santa Monica Hosp Medical Ctr.
1250 Fifteenth Street
Santa Monica, CA 90404
Phone: (310) 319-4503
No. 12387 6 A

ABATE, Mary
Dean of Advising
Monmouth College
Cedar Avenue
West Long Branch, NJ 07764
Phone: (201) 571-3487
No. 5575 2 P

ABBOTT, Elizabeth
University of Iowa
132 S. Front Street
North Liberty, IA 52317
Phone: (319) 626-2914
No. 21316 4E S

ABBOTT, Shawn
455 Cedar Brook Road
Lynn, MA 01904
Phone: (617) 595-7391
No. 18790 1 S

ABBOTT-PICKARD, Pauline S.
Asst. Director-Student Affairs
Univ of Southern California
Sch of Gerontology/ Univ. Park
Los Angeles, CA 90089-0191
Phone: (213) 743-5156
No. 8205 6 P

ABEBE, Zenebe
Special Asst. to the President
Goshen College
1700 S. Main Street
Goshen, IN 46526
Phone: (219) 535-7548
E-mail: ZENEBEMC@GOSHEN.EDU
No. 11319 4E P

ABERCRUMBIE, P. Eric
Dir., Ethnic Programs & Svs.
Univ. of Cincinnati
330 Tangeman Univ. Center
Cincinnati, OH 45221-0092
Phone: (513) 556-6008
No. 21450 4E P

ABERNATHY, Lynn
Director, Counseling Services
McLennan Community College
1400 College Drive
Waco, TX 76708
Phone: (817) 750-3590
Fax: (817) 756-0934
No. 21897 3 P

ABRAHAMOWICZ, Dan
Dean of Students
University of Toledo
Toledo, OH 43606-3390
Phone: (419) 537-2256
No. 6280 4E P

ABRAMS, Mark
Director Student Programming
University of Bridgeport
244 University Ave
Bridgeport, CT 06601
Phone: (203) 576-4395
No. 21226 1 P

ACERRA, Anna
Assoc. Dir. Residential Life
Albion College
611 E. Porter Street
Albion, MI 49224
Phone: (517) 629-0223
E-mail: IN%AACERRA@ALBION.BITNET
No. 14088 4E P

ACKERMAN, Robert C.
11 Holly Lane
Westford, MA 01886
Phone: (508) 626-4987
No. 19909 1 S

ACKERMAN, Robert L.
Vice President-Student Svcs
Univ of Nevada-Las Vegas
4505 S Maryland Parkway
Las Vegas, NV 89154
Phone: (702) 739-3656
No. 2626 5 V

ADAIR, Carolyn
Director of Student Activities
Texas A&M University
Student Activities Office
College Station, TX 77843-1236
Phone: (409) 845-1133
No. 4574 3 P

ADAMS, Dale
Dean of Student Services
University of South Alabama
University Center Room 270
Mobile, AL 36688
Phone: (205) 460-6171
Fax: (205) 460-6157
No. 810 3 V

ADAMS, Daniel
Asst Dean- Residential Living
University of Utah
S 114 D Van Cott Hall
Salt Lake City, UT 84112
Phone: (801) 581-6611
No. 2797 5 P

ADAMS, Donald
VP-Enrollment Mgt&Student Life
Drake University
2507 University Avenue
Des Moines, IA 50311
Phone: (515) 271-2835
Fax: (515) 271-3016
E-mail: da7781s@admin.drake.edu
No. 293 4E V

ADAMS, I. W.
11 Buena Vista Drive
Murphysboro, IL 62966
Phone: (618) 549-2371
No. 423 4E P

ADAMS, James C.
Vice President-Student Affairs
St Francis College
180 Remsen Street
Brooklyn Hts, NY 11201
Phone: (718) 522-2300
No. 2083 2 V

ADAMS, John E.
Assoc Dean Student Affairs
Shepherd College
PO Box 3046
Shepherdstown, WV 25443
Phone: (304) 876-2511
No. 17457 2 P

ADAMS, Kathleen A.
27037 Wilson Drive
Dearborn Heights, MI 48127
Phone: (313) 581-4400
No. 20171 4E S

ADAMS, Kathryn
Indiana University
Foster Magee Quad #100
Bloomington, IN 47406
Phone: (812) 857-4695
E-mail: KATADAM@INDIANA.EDU
No. 20750 4E S

ADAMS, Nancy
Dean of Student Services
Marylhurst College
P.O. Box 261
Marylhurst, OR 97036
Phone: (503) 636-8141
Fax: (503) 636-9526
No. 17345 5 A

ADAMS, Rodney
Area Coordinator
Southern IL Univ.-Edwardsville
The Commons Building Box 1256
Edwardsville, IL 62025
Phone: (618) 692-2900
No. 19428 4E P

ADAMS, Susan E.
Assoc. Dir of Student Services
Univ. of Wisconsin Center
2000 W. 5th Street
Marshfield, WI 54449
Phone: (715) 389-6529
Fax: (715) 389-6539
E-mail: sadams@uwcmail.uwc.edu
No. 7780 4E P

ADAMS, Thomas
Assoc VP for Student Affairs
Loyola University of Chicago
6525 N. Sheridan Road
Chicago, IL 60626
Phone: (312) 508-3900
No. 7932 4E P

ADDISON, Sonya D.
Asst Dir Residential Services
Worcester Polytechnic Inst.
100 Institute Road
Worcester, MA 01609-2280
Phone: (508) 831-5175
E-mail: saddison@wpi.wpi.edu
No. 20959 1 P

ADDONA, Lauren
4 White Springs Circle
Geneva, NY 14456
Phone: (812) 237-4242
No. 19023 2 S

ADKINS, Thurman
Asst VP Student Affairs
Trinity University
715 Stadium Drive
San Antonio, TX 78212-7200
Phone: (210) 736-8525
No. 1588 3 P

ADLE, Richard S.
Assistant Vice President
Hilbert College
5200 South Park Avenue
Hamburg, NY 14075
Phone: (716) 649-7900
No. 15474 2 P

ADLER, Beth
Mgr. Campus Info. Centers
University of Michigan
1st Fl. Michigan Union
Ann Arbor, MI 48109-1349
Phone: (313) 763-5925
Fax: (313) 764-6291
E-mail: badler@umich.edu
No. 14311 4E P

ADLER, Jackie
Financial Aid Director
Texas State Tech. College
3801 Campus Drive
Waco, TX 76705
Phone: (817) 867-4814
No. 21887 3 P

ADLFINGER, Annette
Dean-Student Services
Red Rocks Community College
13300 West Sixth Ave
Lakewood, CO 80401
Phone: (303) 988-6160
No. 7251 4W V

ADRIATICO, Maria
242 Middlesex Street
Springfield, MA 01109
Phone: (413) 746-5216
No. 20977 1 S

AFFRE, Mara A.
Assistant Director
Northern Arizona University
Admissions, PO Box 4084
Flagstaff, AZ 86011-40
Phone: (602) 523-2491
No. 9353 6 P

AGAPIADIS, Anesti T.
Administrative Resident Asst.
Framingham State College
Towers Hall Room 500W FSC
Framingham, MA 01701
Phone: (508) 626-4989
No. 20637 1 S

AGBAYANI, Amefil
Dir, Educational Equity
University of Hawaii-Manoa
2444 Dole St
Honolulu, HI 96822
Phone: (808) 956-4567
No. 16892 6 P

AGEE, Elizabeth M.
Greek Advisor/Graduate Asst
University of Rhode Island
305 Memorial Union
Kingston, RI 02881
Phone: (401) 789-2427
No. 19457 1 S

AGEE, Julie A.
819 Yegua #3
Bryan, TX 77801
Phone: (409) 845-6520
E-mail: JAA6530@ZEUS.TAMU.EDU
No. 21435 3 S

AGUIRRE-LAGANDRE, Tedd
Hemodialysis Technician
26 Railroad St.
Waterbury, VT 05676
Phone: (802) 656-3991
Fax: (802) 244-6214
No. 20992 1 P

AHMAD, Maryam
Assistant Dean
School of Art Institute
37 South Wabash Ave
Chicago, IL 60603
Phone: (312) 899-5105
No. 20373 4E P

AHMAD, Zainal A.
Program Coordinator
Northern Illinois University
Prog & Activ, HSC 6th Floor
DeKalb, IL 60115
Phone: (815) 753-1421
No. 15443 4E P

AHN, Jennie Y.
Counselor
Kauai Community College
3-1901 Kaumualii Highway
Lihue, HI 96766
Phone: (808) 245-3666
No. 20742 6 A

AIELLO, Mati
Graduate Assistant
Medaille College
18 Agassiz Circle
Buffalo, NY 14214
Phone: (716) 884-3281
No. 17978 2 S

AIJIAN, Patricia
Assoc Director of Housing
U of California-Santa Barbara
Office Apartment Living
Santa Barbara, CA 93106
Phone: (805) 893-4501
No. 4549 6 P

AINGER, Sharon J.
16805 State Line Road
Harvard, IL 60033
Phone: (815) 648-6018
No. 12488 4E A

AINLEY, Joelyn
Vice President-Student Affairs
Joliet Junior College
1215 Houbolt Road
Joliet, IL 60436
Phone: (815) 773-6690
No. 10209 4E V

AINSWORTH, Charles
Dean of Students
Jefferson Community College
109 E. Broadway
Louisville, KY 40202
Phone: (502) 584-0181
No. 21194 3 A

AIRALL, Zoila
Assistant Director
University of Pennsylvania
Dep of Res Living 3901 Locust
Philadelphia, PA 19104
Phone: (215) 898-3131
No. 14721 2 P

AKCHURIN, Roane
Manager - Community Housing
U of California-Santa Barbara
Santa Barbara, CA 93106
Phone: (805) 893-4371
No. 7594 6 P

ALBERG, Linda
Associate Dean of Students
Augsburg College
2211 Riverside Ave. Box 72
Minneapolis, MN 55454
Phone: (612) 330-1105
E-mail: lalberg@augsburg.edu
No. 21167 4E P

ALBERTA, David
Director of Housing
Alaska Pacific University
4101 University Drive
Anchorage, AK 99508
Phone: (907) 564-8238
No. 20369 5 A

ALBRECHT, Annette
Assistant Professor
Tarleton State University
Box T-399 Tarleton Station
Stephenville, TX 76402
Phone: (817) 968-9946
Fax: (817) 968-9525
E-mail: Albrech@tarleton.edu
No. 17713 3 P

ALBRECHT, Don D.
Dean of Student Services
West Texas A&M University
W.T. Box 775
Canyon, TX 79016-0001
Phone: (806) 656-2050
No. 7172 3 V

ALEXANDER, Barton
Manager of Alcohol Issues
Coors Brewing Company
311 10th St., Mail #NH410
Golden, CO 80401
No. 16850 4W SMP

ALEXANDER, Jerry
Dir, Career Planning
University of Tulsa
600 S. College HSC RM 17
Tulsa, OK 74104-3189
Phone: (918) 631-2549
No. 1259 4W P

ALEXANDER, Sue A.
Dean of Students
Wheaton College
Dean of St Ofc-E Main St
Norton, MA 02766
Phone: (508) 285-7722
No. 370 1 V

ALEXANDER III, Thomas L.
Program Coord. for Stu. Life
Marquette University
1442 W. Wisconsin Ave. #329
Milwaukee, WI 53233
Phone: (414) 288-7205
Fax: (414) 288-3111
E-mail: ALEXANDERT@vms.csd.mu.edu
No. 21565 4E P

ALFANO, Tony
Director
Villanova University
Connelly Center
Villanova, PA 19085
Phone: (215) 645-7270
No. 7541 2 P

ALFORD, Frederick
Dean of Students
Union College
306 College Center
Schenectady, NY 12308
Phone: (518) 370-6116
No. 5606 2 V

ALFORD, Nancy Thomas
Dean of Student Development
LaGrange College
601 Broad Street
LaGrange, GA 30240
Phone: (706) 812-7251
Fax: (706) 884-6567
No. 21539 3 A

ALFORD, Tarome J.
Associate Director of Housing
Eastern Connecticut State Univ
Housing Office- 83 Windham St.
Willimantic, CT 06226-2295
Phone: (203) 465-4641
Fax: (203) 465-5151
E-mail: ALFORD@ECSUC.CTSTATEU.EDU
No. 15255 1 P

ALIG, Mary Ellen
Administrative Assistant
Indiana U-Purdue U
1944 Drexel Ave
Indianapolis, IN 46218
Phone: (317) 274-0637
No. 19736 4E S

ALIMENA, Dennis
Asst Director Student Residenc
LaFayette College
Office of Student Residence
Easton, PA 18042
Phone: (215) 250-5335
No. 17473 2 P

ALIMO, Craig
Graduate Assistant
Northeastern University
6 Speare Place
Boston, MA 02115
Phone: (617) 373-2573
No. 21764 1 S

ALLARD, Craig S.
Director of Student Activities
Upsala College
345 Prospect Street
East Orange, NJ 07019
Phone: (201) 266-7292
Fax: (201) 266-7079
No. 19126 2 P

ALLARD, Georges
Director of Student Services
Universite de Sherbrooke
2500 Boul Univ., Sherbrooke
CANADA J1K 2R1
Phone: (819) 821-7660
No. 1727 1 A

ALLEN, Craig D.
Complex Director
Syracuse University
304 Steele Hall
Syracuse, NY 13244
Phone: (315) 443-2259
E-mail: Craig.Allen@SUADMIN.
BITNET
No. 14665 2 P

ALLEN, Dale
Asst. to the Dean of Students
Springfield College
263 Alden Street
Springfield, MA 01109
Phone: (413) 748-3100
No. 19822 1 S

ALLEN, James
Vice Chancell.-Student Affairs
U of No. Carolina-Greensboro
1000 Spring Garden Street
Greensboro, NC 27412
Phone: (910) 334-5099
Fax: (910) 334-4077
No. 1818 3 V

ALLEN, Janine M.
Dean of Students
Western Oregon State College
345 N. Monmouth Ave
Monmouth, OR 97361
Phone: (503) 838-8221
No. 10592 5 V

ALLEN, Kathleen
VP for Student Development
College of St Benedict
37 South College Avenue
St. Joseph, MN 56374-2099
Phone: (612) 363-5601
No. 2671 4E V

ALLEN, Kimberly M.
4044 Spruce Street
Philadelphia, PA 19104-4025
Phone: (215) 386-1010
E-mail: ALLENK@DOLPHIN.
UPENN.EDU
No. 21238 2 S

ALLEN, Mark
Assoc Dean of Student Affairs
Wilkes University
P.O. Box 111
Wilkes-Barre, PA 18702
Phone: (717) 824-4651
No. 11479 2 A

ALLEN, Mildred J.
Vice President-Student Affairs
Jackson State University
PO Box 17350
Jackson, MS 39217
Phone: (601) 968-2241
No. 8823 3 A

ALLEN, Susan E.
Associate Dean of the College
Rollins College
Box 2345 100 Holt Avenue
Winter Park, FL 32789
Phone: (407) 646-2345
No. 12180 3 P

ALLERY, Elaine
P.O. Box 21862
Billings, MT 59104
Phone: (406) 657-2182
E-mail: ICS_DEPT@VINO.EMC
No. 20244 5 P

ALLEYNE, Denise
Dean of Student Life
Drew University
Madison Avenue
Madison, NJ 07940
Phone: (201) 408-3390
No. 2125 2 V

ALLISON, Leon
503 W. 35th Street
Long Beach, CA 90806
Phone: (310) 490-7332
No. 21788 6 S

ALLISON, Sonja
1818 Hunt St. Apt. D
Commerce, TX 75428
Phone: (903) 886-7155
No. 21849 3 S

ALLRED, Brian
Coord., Intramural Activities
University of South Alabama
Campus Recreation/Stu Rec Ctr
Mobile, AL 36688
Phone: (205) 460-6065
No. 21807 3 P

ALONZO, Matthew A.
Dir Stu Affairs & Admissions
Our Lady of Holy Cross College
4123 Woodland Drive
New Orleans, LA 70131
Phone: (504) 394-7744
Fax: (504) 391-2421
No. 20993 3 A

ALPERSTEIN, Janet
Residence Hall Director
Cornell University
Class of 17 Hall Apt 1, W. Cam
Ithaca, NY 14853-5112
Phone: (212) 505-7357
E-mail: janet alperstein.@gmcampl.
mail.corn
No. 18514 2 A

ALTMIRE, Lynn
P.O. Box 4062
Middletown, RI 02842-0062
Phone: (401) 792-5374
No. 15482 1 S

ALVARADO, Anita L.
University of New Mexico
Dept. of Anthropology
Albuquerque, NM 87131
Phone: (505) 277-5211
No. 12739 4W P

ALVAREZ, Manuel A.
University of Dayton
Marycrest Hall Box 1026
P.O. Box 8802
Dayton, OH 45401-8802
No. 20540 4E H

ALVAREZ, Rene L.
Residence Director
2358 North Sheffield
Chicago, IL 60614
Phone: (312) 362-8757
No. 18783 4E P

AMACHER, Ryan C.
President
University of Texas-Arlington
Box 19125
Arlington, TX 76019
Phone: (817) 273-2101
No. 20221 3 P

AMAYA, Marco
Direccion de Becas del ITESM
Av Eugenio Garza Sada 2501 Sur
Monterrey, Nuevo Leon
MEXICO 64849
No. 21774 3 P

AMBELANG, Charles F.
Dir-Ctr for Student Leadership
Santa Clara University
Benson Center #1
Santa Clara, CA 95053
Phone: (408) 554-4745
Fax: (408) 554-6905
No. 16954 6 P

AMBLER, David A.
Vice Chancellor-Student Affairs
University of Kansas
213 Strong Hall
Lawrence, KS 66045
Phone: (913) 864-4381
No. 2135 4W V

AMES, Stephen
Calif. State Univ-Long Beach
16822 Lynn Street #A
Huntington Beach, CA 92649
Phone: (714) 846-3528
No. 21074 6 S

AMOS, Katherine E.
Asst VP Student Development
University of Louisville
SAC /W302
Louisville, KY 40292
Phone: (502) 852-0291
No. 15500 3 P

ANANTH, Vasanthi
8216 Devenir Ave
Downey, CA 90242
Phone: (213) 923-2957
No. 17167 6 S

ANBERG, Tait Anthony
Asst. Dir. of Residence Life
Fusz Hall/Saint Louis Univ.
3700 West Pine Boulevard
St. Louis, MO 63108
Phone: (314) 658-2811
No. 19316 4W S

ANCHORS, W. Scott
Director, Campus Living
University of Maine-Orono
5734 Hilltop Commons
Orono, ME 04469-5734
Phone: (207) 581-4580
E-mail: sanchors@maine
No. 9609 1 P

ANDERSEN, Richelle
Asst. to the Directors
Brigham Young University
104 ELWC
Provo, UT 84602
Phone: (801) 378-4739
No. 21718 5 P

ANDERSON, Aaron
Residential Life Coordinator
U of California-Berkeley
2401 Bowditch Street
Berkeley, CA 94720-0001
Phone: (510) 642-0014
No. 12185 6 A

ANDERSON, Amy Leigh
University of Vermont
Robinson Hall-Dept of Res Life
Burlington, VT 05405
Phone: (802) 656-2690
No. 19649 1 S

ANDERSON, Barbara N.
Director of Academic Services
Southern College of Technology
1100 S. Marietta Parkway
Marietta, GA 30060-2896
Phone: (404) 528-7456
E-mail: banderso@sct.edu
No. 21983 3 P

ANDERSON, Cairn
Graduate Student
University of South Carolina
305 Watermark
Columbia, SC 29210
Phone: (803) 777-5780
No. 21308 3 S

ANDERSON, Cary
Assistant Dean
College of the Holy Cross
1 College St. Box 13A
Worcester, MA 01610
Phone: (508) 793-2411
Fax: (508) 793-3020
E-mail: CMANDERSON@HCACAD.Holycross.edu
No. 15256 1 P

ANDERSON, Cynthia M.
Assistant Dean of Students
Northern Arizona University
PO Box 6015
Flagstaff, AZ 86011
Phone: (602) 523-5181
No. 18953 6 P

ANDERSON, D. Craig
236 Homan Avenue
State College, PA 16801
Phone: (814) 867-3810
No. 7196 2 S

ANDERSON, David
VP Of Student Affairs
Indian River Community College
3209 Virginia Avenue
Fort Pierce, FL 34981
Phone: (407) 468-4706
No. 1764 3 V

ANDERSON, David L.
Associate VP Student Life
SUNY Binghamton
Vestal Pkwy East, Box 6000
Binghamton, NY 13902 6000
Phone: (607) 777-4789
E-mail: ANDERSON@BINGVAXA
No. 8165 2 P

ANDERSON, David L.
Director of Admissions
New College of USF
5700 North Tamiami Trail
Sarasota, FL 34243-2197
Phone: (813) 359-4269
No. 17875 3 P

ANDERSON, Deborah L.
Asst. Director & Instructor
Washburn University
17th & College/Rm. 202 Benton
Topeka, KS 66621
Phone: (913) 231-1010
E-mail: zzanders@acc.wuacc.edu
No. 21982 4W P

ANDERSON, Dorothy M.
Dean of Students
Susquehanna University
Degenstein Campus Center
Selinsgrove, PA 17870-1001
Phone: (717) 372-4135
No. 11948 2 V

ANDERSON, Greg
Asst. Dean of Students
Western State College
College Union
Gunnison, CO 81231
Phone: (303) 943-2066
E-mail: SUNGREG@WSC.Colorado.EDU
No. 21212 4W P

ANDERSON, James
Assistant Dean of Students
Harding University
Box 2252
Searcy, AR 72143
Phone: (501) 279-4442
No. 21137 4W P

ANDERSON, Janet Kerrigan
Associate Dean of Students
North Central College
P.O. 3063
Naperville, IL 60566-7063
Phone: (708) 420-3980
No. 4342 4E P

ANDERSON, Janet C.
Dean of Student Affairs
Idaho State University
Campus Box 8123
Pocatello, ID 83209
Phone: (208) 236-2315
Fax: (208) 236-3719
No. 447 5 V

ANDERSON, Jayne Wade
Director of Greek Affairs
Univ of Nebraska-Lincoln
5344 Fairdale Road
Lincoln, NE 68510
Phone: (402) 472-2583
No. 7576 4W P

ANDERSON, Jill
Residence Hall Director
Northern Arizona University
Box 5754, NAU
Flagstaff, AZ 86011
Phone: (602) 523-5161
No. 20835 6 S

ANDERSON, Joan W.
Director of Residence Life
Nazareth College
4245 East Ave
Rochester, NY 14618-3790
Phone: (716) 586-2525
No. 15771 2 A

ANDERSON, John M.
Dean of Student Development
SUNY Agrl & Tech Col.-Alfred
Student Development Center
Alfred, NY 14802
Phone: (607) 587-4168
E-mail: ANDERSJM@SNYALFVA
No. 20443 2 V

ANDERSON, John Wayne
Director of Campus Life
Parks College-St Louis Univ
Fallings Springs Road
Cahokia, IL 62206
Phone: (618) 337-7500
No. 11178 4E A

ANDERSON, Kenneth
Counselor
Univ. of Alabama-Huntsville
Student Developmental Srvcs
Huntsville, AL 35899
Phone: (205) 895-6203
No. 21189 3 P

ANDERSON, Maria J.
Director - Student Hlth Serv
University of South Florida
4202 E. Fowler Ave -SHS 100
Tampa, FL 33620
Phone: (813) 974-2331
Fax: (813) 974-5888
No. 11307 3 P

ANDERSON, Marlon D.
Director Residence Life
Our Lady of the Lake Univ.
411 S.W. 24th Street
San Antonio, TX 78285
Phone: (210) 434-6711
No. 20329 3 P

ANDERSON, Richard E.
Asst Chancellor-Student Svcs
Univ of Wisconsin-Stout
Student Services Office
Menomonie, WI 54751
Phone: (715) 232-1181
No. 1525 4E V

ANDERSON, Robert F.
Asst. Coordinator Student Dev.
SUNY Binghamton
1025 Reynolds Rd Apt D-104
Johnson City, NY 13790
Phone: (607) 777-2864
No. 17864 2 P

ANDERSON, Suzanne
Resident Director
Western New England College
Box 1202
Springfield, MA 01119
Phone: (413) 796-4000
No. 19848 1 S

ANDERSON, Teryl
Assistant Director
Penn State Univ-Erie
5091 Station Rd.
Erie, PA 16563
Phone: (812) 323-2107
No. 15431 2 P

ANDERSON, Thomas
Vice President Admin & Finance
MGH Institute of Health Profes
101 Merrimac St 10th Floor
Boston, MA 02114
Phone: (617) 726-8002
No. 18575 1 V

ANDREAS, Rosalind E.
Vice President-Student Affairs
University of Vermont
41 South Prospect Street
Burlington, VT 05405
Phone: (802) 656-3380
E-mail: DSTDREA@UVMADMIN
No. 1728 1 V

ANDREATTA, A. Geno
Dean of Student Affairs
SUNY Health Science Center
155 Eliz Blackwell
Syracuse, NY 13210
Phone: (315) 464-4816
No. 2717 2 V

ANDREWS, Brenda Dawn
P.O. Box 2485CS
Pullman, WA 99165
Phone: (509) 335-3320
E-mail: andrewsb@wsuvm1.csc.wsu.edu
No. 17445 5 S

ANDREWS, Diane L.
Asst. Director Residence Life
Pennsylvania State University
127 Pollock Commons
University Park, PA 16802
Phone: (814) 865-6503
Fax: (814) 863-2463
E-mail: dla6@oas.psu.edu
No. 8608 2 P

ANDREWS III, Ira L.
Dean of Students
Randolph-Macon College
P.O. Box 5005
Ashland, VA 23005
Phone: (804) 752-7266
Fax: (804) 752-7231
E-mail: IANDREWS@RMC.EDU
No. 2663 3 V

ANDRUS, Jay
Dean of Student Life
College of Eastern Utah
451 East 400 North
Price, UT 84501
Phone: (801) 637-2120
No. 15089 5 V

ANGLES, Ward
Residential Progs Coordinator
Humboldt State University
Housing Office J.G.C.
Arcata, CA 95521
Phone: (707) 826-5517
No. 14182 6 P

ANTHONY, David
Director of Admissions
Westbrook College
Stevens Avenue
Portland, ME 04103
Phone: (207) 797-7261
No. 18277 1 P

ANTIEAU, Mary Louise
Judicial Advisor
University of Michigan
6020 Fleming Bldg
Ann Arbor, MI 48109-1340
Phone: (313) 764-0166
E-mail: MLANTIEAU@UMICH.EDU.BITNET
No. 7663 4E P

ANTONECCHIA, Laura E.
Residence Hall Director
Boston University
985 Commonwealth Avenue
Boston, MA 02215
Phone: (617) 353-3932
E-mail: lantonec@bu.edu
No. 19660 1 P

ANTONEVICH, Paula Kelliner
Asst Dir Orientation
Boston University
775 Commonwealth Ave-G.S. Union
Boston, MA 02215
Phone: (617) 353-3555
No. 18605 1 P

ANTONIDES, Brad
Residence Life Department
Azusa Pacific University
901 E. Alosta Avenue
Azusa, CA 91702
Phone: (818) 812-3028
No. 18905 6 S

ANTONOVICH, Paula
Assoc Dir/Ctr for New Students
George Mason University
MS 2C4
Fairfax, VA 22030-4444
Phone: (703) 993-2920
Fax: (703) 993-1883
No. 21561 3 P

APEL, Donald M.
Executive Director
Theta Delta Chi Educ Found
135 Bay State Road
Boston, MA 02215
Phone: (617) 262-2815
No. 19678 1 SMN

APILADO, Myron
VP/Office of Minority Affairs
University of Washington
394 Schmitz Hall, PC-45
Seattle, WA 98195
Phone: (206) 685-0774
No. 15280 5 P

APPERSON, Larry
Dean of Student Services
Kishwaukee College
Student Services
Malta, IL 60150
Phone: (815) 825-2086
No. 1350 4E A

APPLEBERG, Brett
8 Richard Drive West
Mt. Arlington, NJ 07856
Phone: (201) 398-7329
No. 21895 2 S

APPLEBY, Paul R.
ADA Compliance Officer
Univ. of MA-Affirm. Action Off
305 Whitmore Admin. Bldg.
Amherst, MA 01003
Phone: (413) 545-0892
No. 2828 1 P

APPLIN, Cynthia Ann
Director, Career Planning
Cleveland-Marshall Coll of Law
1801 Euclid Avenue
Cleveland, OH 44115
Phone: (216) 687-6871
No. 11880 4E S

ARAUJO, Michael R.
21 Clement Terrace
North Quincy, MA 02171
Phone: (617) 774-0340
No. 21265 1 S

ARAZI, Blanca
Director
ICANA
Maipu 672 1006 Buenos Aires
Argentina
Phone: (541) 322-2106
No. 11526 3 A

ARCHER, Mark
Asst. Dir-University Housing
University of Illinois
200 Clark Hall, 1203 S. 4th St
Champaign, IL 61820
Phone: (217) 333-7111
No. 15 4E P

ARCURI, Richard
Asst. Dean Residence Life
Marquette University
716 N. 11 #203
Milwaukee, WI 53233
Phone: (414) 288-7208
Fax: (414) 288-5108
E-mail: 9426ARCURIR@vms.csd.mu.edu
No. 21585 4E P

ARDAIOLO, Frank P.
Vice President-Student Life
Winthrop University
209 Dinkins
Rock Hill, SC 29733
Phone: (803) 323-2251
Fax: (803) 323-2395
E-mail: ARDAIOLOF@ADMIN.WINTHROP.EDU
No. 7566 3 V

ARELLANO, Margarita M.
Student Affairs Administrator
University of Texas-Austin
P.O. Box 7849
Austin, TX 78713-7849
Phone: (512) 471-1205
No. 15224 3 P

ARENDALE, David
Associate Director
Univ of Missouri-Kansas City
5100 Rockhill 210 SASS Bldg
Kansas City, MO 64110
Phone: (816) 235-1197
No. 15180 4W P

ARENS, Timothy
Dean of Students
Moody Bible Institute
820 N. Lasalle Drive
Chicago, IL 60610
Phone: (312) 329-4193
No. 6778 4E A

AREY, Sherrie A.
Acting Dir. of Residence Life
Austin College
900 N. Grand Suite 61568
Sherman, TX 75090-4440
Phone: (903) 813-2325
No. 20327 3 P

ARIOSTO, Robert F.
VP for Student Affairs
Central CT State University
1615 Stanley Street
New Britain, CT 06050
Phone: (203) 827-7474
No. 20766 1 A

ARIPOLI, Don A.
Vice President-Student Affairs
Southwest Missouri State Univ
901 S National
Springfield, MO 65804
Phone: (417) 836-5526
No. 1881 4W V

ARMINIO, Jan
Research Coordinator
Univ of Maryland-College Park
2104 Stamp Student Union
College Park, MD 21742
Phone: (301) 314-7861
No. 11545 2 S

ARMO, Janice
Dean of Students
Colby College
Mayflower Hill Drive
Waterville, ME 04901
Phone: (207) 872-3103
No. 1989 1 V

ARMSTRONG, Ernie
Director, Student Life
Seneca College
1750 Finch Ave.E,
North York Canada M2J 2X5
Phone: (416) 491-2957
No. 7908 4E V

ARMSTRONG, Peter J.
Associate Dean of Students
Wartburg College
222 Ninth St NW PO Box 1003
Waverly, IA 50677
Phone: (319) 352-8260
Fax: (319) 352-8514
No. 1958 4E P

ARMSTRONG-WEST, Suzan
Asst. Dean of Students
Douglass Coll./Rutgers Univ.
202 College Hall
New Brunswick, NJ 08520
Phone: (908) 932-9630
Fax: (908) 932-8877
E-mail: armstro@gandalf.rutgers.edu
No. 21985 2 P

ARNDT, J. Richard
Coordinator, Advising &Testing
Cal State Univ-Fresno
5150 N. Maple Ave
Fresno, CA 93740-0066
Phone: (209) 278-5040
E-mail: richard.arndtesu.
No. 2118 6 P

ARNESON, Eric E.
Coord., University Housing
Florida State University
FSU Box 66831
Tallahassee, FL 32313
Phone: (904) 644-4018
Fax: (904) 644-7997
No. 21584 3 P

ARNETT, Kathy
Director of Student Activities
Bluefield College
3000 College Drive
Bluefield, VA 24605
Phone: (703) 326-4256
Fax: (703) 326-4228
No. 20664 3 P

ARNIE, Karen Noll
Director, Career Advising
Western Maryland College
2 College Hill
Westminster, MD 21157
Phone: (410) 857-2243
No. 12761 2 P

ARNOLD, Gerti
Associate Dean of Admissions
Boise State University
1910 University Drive
Boise, ID 83725
Phone: (208) 385-1820
E-mail: AAMARNOL@IDBSU.IDBSU.EDU
No. 19112 5 P

ARNOLD, James C.
120 Kingston Place Apt A-12
Bloomington, IN 47408
Phone: (812) 331-2335
E-mail: jcarnold@usc.indiana.edu
No. 15020 4E S

ARNOLD, Lea S.
384 Wolf Swamp Road
Longmeadow, MA 01106
Phone: (413) 546-1223
No. 21789 1 S

ARNOLD, Wade
Residence Hall Director
Mississippi State University
P.O. Box 3236
Mississippi State, MS 39762
Phone: (601) 325-2183
No. 21594 3 S

ARNON, Doron
14 Wynmor Road
Scarsdale, NY 10583-7263
Phone: (914) 723-5793
No. 20569 2 S

ARONSON, David A.
Director Residential Life
University of Minnesota-Morris
Office of Residential Life
Morris, MN 56267
Phone: (612) 589-2211
E-mail: aronsond@caa.mrs.umn.edu
No. 12099 4E P

ARRE JR., Geminiano Q.
Dir of Stu Housing Services
University of Hawaii-Manoa
2555 Dole Street
Honolulu, HI 96822
No. 20863 6 P

ARRINGTON, Doris B.
Dean of Student Services
Capital Community Tech. Coll.
61 Woodland Street
Hartford, CT 06105
Phone: (203) 520-7807
No. 21763 1 A

ARTHUR, Kobena K.
Dean of Student Affairs
Patten College
P.O. Box 2118
Dublin, CA 94568
Phone: (510) 533-8300
No. 21054 6 A

ARTHUR, Paulette
General Manager
Texas Southern University
3600 Rosewood
Houston, TX 77089
Phone: (713) 526-2232
Fax: (713) 526-5362
No. 21688 3 A

ARTHUR, Sara
Asst VP for Student Life
New York University
566 LaGuardia Place Rm 208
New York, NY 10012
Phone: (212) 998-4953
No. 983 2 V

ARTHUR, Virginia
Asst Director Residence Life
Iowa State University
M-W-L Complex Office
Ames, IA 50013
Phone: (515) 294-5163
No. 1395 4E P

ARTMAN, Rick
President
Siena Heights College
1247 E. Siena Heights Dr.
Adrian, MI 49221-1796
Phone: (517) 263-0731
E-mail: 74724, 2215@compuserve.com
No. 1705 4E V

ASAHARA, Stella L.T.
Dean of Student Services
Univ. of Hawaii - West Oahu
96-043 Ala Ike
Pearl City, HI 96782
Phone: (808) 456-5921
No. 21791 6 V

ASAI, Nancy E.
Assoc Dean Student Affairs
Smith College
College Hall #24
North Hampton, MA 01063
Phone: (413) 585-4927
No. 10853 1 A

ASBURY, Jody
Associate Dean of Students
University of Rochester
310 Morey Hall
Rochester, NY 14627
Phone: (716) 275-4085
Fax: (716) 273-5006
No. 7509 2 P

ASBURY, William W.
Vice President-Student Serv.
Pennsylvania State University
206 Old Main
University Park, PA 16802
Phone: (814) 865-0909
Fax: (814) 863-7188
No. 1952 2 V

ASH, Michael
Director of Student Services
Regent University
1000 Centerville Turnpike
Virginia Beach, VA 23464-5041
Phone: (804) 523-7485
No. 6232 3 A

ASHLEY, Jason S.
1390 Mill Street #103
Eugene, OR 97401
Phone: (503) 346-1157
No. 21315 5 S

ASHLEY, Mary Ellen
Associate Vice President
University of Cincinnati
350 TUC ML #0159
Cincinnati, OH 45221-0159
Phone: (513) 556-6004
Fax: (513) 556-4178
E-mail: MARY.ASHLEY@UC.EDU
No. 14554 4E P

ASHTON, Cate Talbot
Associate Director
Colby College
Waterville, ME 04901
Phone: (207) 872-3343
E-mail: ctashton@colby.edu
No. 18196 1 P

ASLAKSEN, Andrew
Graduate Student
James Madison University
12 F Holly Ct.
Harrisonburg, VA 22801
Phone: (703) 568-6177
E-mail: HCR AASLAKSE@VAX1.ACS.JMU.EDU
No. 21007 3 S

ASMUNDSON, Sally J.
Dir., Career Development Ctr
California Institute of Tech
Career Develop Center 8-31
Pasadena, CA 91125
Phone: (818) 395-6361
No. 11391 6 P

ATCHLEY, Patty
Student Development Specialist
The Univ. of Texas at Dallas
SU 22 Box 830688
Richardson, TX 75083
Phone: (214) 690-2070
Fax: (214) 690-2112
No. 21669 3 P

ATILANO, Elizabeth A.
Assistant Dean of Students
Endicott College
376 Hale Street
Beverly, MA 01915
Phone: (508) 927-0585
No. 19812 1 V

ATKINS, Pamlyn
Director
SUNY College at New Paltz
VLC 110
New Paltz, NY 12561
Phone: (914) 257-2920
No. 20295 2 P

ATKINSON, Al
Dean-Educational & Student Svs
Douglas College
P.O.Box 2503 New Westminster
B.C. Canada V3L 5B2
Phone: (604) 527-5385
No. 8871 5 V

ATTARD-PIGNATORA, Dorothy
434 Potomac Avenue
Buffalo, NY 14213
Phone: (716) 882-1470
No. 21783 2 S

AUBUCHON, James M.
Assoc VP Student Affairs
Pittsburg State University
1701 S. Broadway
Pittsburg, KS 66762
Phone: (316) 235-4140
E-mail: Aubuchon@usanvm
No. 2840 4W P

AUBELLE, Emily
Resident Hall Director
Mount Union College
Box 1267
Alliance, OH 44601
Phone: (216) 821-7770
No. 20268 4E P

AUBUCHON, Janet
Area Coordinator
SIU at Edwardsville
512-2D Tower Lake Apartments
Edwardsville, IL 62025
Phone: (618) 692-2900
No. 18207 4E P

AUGUSTA, John S.
Academic Program Coordinator
2434 W. 24th B6
Lawrence, KS 66047
Phone: (913) 864-6001
No. 20465 4W S

AUSTIN, Jean
Placement Director
Concordia University Wisconsin
12800 N. Lake Shore Drive
Mequon, WI 53097-2402
Phone: (414) 243-4401
No. 20466 4E A

AUSTIN, Joseph M.
Director Student Life
University of Southern Maine
100 Upton Hall
Gorham, ME 04038
Phone: (207) 780-5158
E-mail: AUSTIN@USM.MAINE.EDU
No. 18456 1 P

AUSTIN, Orlo B.
Director Financial Aid
University of Illinois
4th Fl Student Svcs-610 E John
Champaign, IL 61820
Phone: (217) 244-1004
E-mail: OAustin@UIUC.edu
No. 14746 4E P

AUSTIN, René Tatum
African American Advisor
Notre Dame College
4545 College Road
South Euclid, OH 44121
Phone: (216) 381-1680
No. 20182 4E P

AVERY, Barbara
Assistant Dean Student Life
Loyola Marymount University
Loyola Blvd/W. 80th St
Los Angeles, CA 90045
Phone: (310) 338-2877
No. 15632 6 P

AVERY, Cynthia M.
Coord. of Quadrangle & Ed Dev
University at Albany
P.O. Box 22174
Albany, NY 12222
Phone: (518) 442-5915
Fax: (518) 442-5835
No. 21503 2 P

AVERY, Sharon A.
Academic Advisor
Navajo Comm. College-Shiprock
Acad. Advisement, PO Box 580
Shiprock, NM 87420
Phone: (505) 368-5291
No. 20422 4W A

AWAKUNI, Gene I.
Vice President Student Affairs
Cal Polytech State University
3801 W Temple Avenue 1-224
Pomona, CA 91768
Phone: (714) 869-3417
No. 458 6 V

AYALA, JR., Frank
Vice President-Student Affairs
Incarnate Word College
4301 Broadway Street
San Antonio, TX 78209-6318
Phone: (512) 829-6016
No. 7555 3 V

AYERS, Amy Beth
Resident Hall Director
Rowan College of New Jersey
Box 1447
Glassboro, NJ 08028
Phone: (609) 863-2240
No. 19010 2 S

AYEWOOH, M. Ehi
Director, Minority Affairs
Rochester Institute of Tech
PO Box 9887
Rochester, NY 14623-0887
Phone: (716) 475-2415
No. 20195 2 P

AYOTTE, John Louis
1121 Coppet Street
Fairbanks, AK 99709
Phone: (907) 474-0364
No. 17349 5 S

B

BABCOCK, Frank
Dean of Student Services
Salem Community College
460 Hollywood Avenue
Carney's Point, NJ 08069
Phone: (609) 299-2100
Fax: (609) 229-9193
No. 20614 2 A

BABCOCK, Sherri H.
Dean of Students
Southwestern University
S.U. Box 6057
Georgetown, TX 78626
Phone: (512) 863-1582
Fax: (512) 863-5788
No. 685 3 V

BACH, Diane L.
Dean of Students
Siena Heights College
1247 E. Siena Heights Drive
Adrian, MI 49221
Phone: (517) 263-0731
No. 11830 4E A

BACHMAN, Shawn
Central Missouri State Univ.
204 Nickerson Hall
Warrensburg, MO 64093
Phone: (816) 543-3800
No. 20653 4W S

BACHMAN, William C.
Asst. to the President
Umpqua Community College
P.O. Box 967
Roseburg, OR 97470
Phone: (503) 440-4627
No. 18707 5 A

BADAL, Amy A.
Grad Asst-Student Leadership
Miami University
111 Warfield Hall
Oxford, OH 45056
Phone: (513) 529-2961
No. 18699 4E S

BADDERS, Fred T.
Professor
Appalachian State University
Dept. of Human Development
Boone, NC 28608
Phone: (704) 262-2025
Fax: (704) 262-2128
E-mail: baddersft@conrad.appstate
No. 2847 3 P

BADER, Teresa Marie
Dir Career Dev/University 100
University of La Verne
1950 Third Street
La Verne, CA 91750
Phone: (909) 593-3511
No. 12345 6 P

BADGER, Brad
xx-215 Weston Square
Lawrence, KS 66049
Phone: (913) 865-1425
No. 11714 4W S

BAGGS, David
2000 W. University
Siloam Springs, AR 72761
Phone: (501) 524-7419
No. 21004 4W S

BAGLEY, Earl G.
VP Student Affairs
Columbus College
4225 University Avenue
Columbus, GA 31907-5645
Phone: (706) 568-2033
Fax: (706) 568-2434
E-mail: EGB@USCN.BITNET
No. 870 3 V

BAGLIO, Joseph
Vice President-Student Affairs
National-Louis University
2840 Sheridan Road
Evanston, IL 60201
Phone: (708) 256-5150
No. 7364 4E V

BAGWELL, Drury
1334 East Capitol St.
Washington, DC 20003
Phone: (301) 454-5783
E-mail: DBAGWELL@UMDACC.UMD.EDU
No. 504 2 P

BAHJAT, Randall W.
85 Heather Drive
Rochester, NY 14625
Phone: (716) 274-2934
No. 21418 2 S

BAHNER, Kristina R.
Kansas State University
2215 Anderson Avenue
Manhattan, KS 66502
Phone: (913) 532-5717
No. 21505 4W S

BAIDE, Maritza
28 Cerritos Avenue Apt. 202
Long Beach, CA 90802
Phone: (310) 432-1260
No. 20644 6 S

BAIER, John L.
2023 Vintage Cir
Denton, TX 76205-2801
Phone: (817) 565-3238
No. 15226 3 A

BAIER, Yvonne
Admin. Asst. - Student Affairs
Baylor College of Medicine
One Baylor Plaza
Houston, TX 77030
Phone: (713) 798-4600
No. 20605 3 P

BAIGENT, Peter
Assoc. VP for Student Affairs
SUNY - Stony Brook
348 Administration Building
Stony Brook, NY 11794-0501
Phone: (516) 632-6700
No. 942 2 P

BAILEY, Howard E.
Dean of Student Life
Western Kentucky University
1567 Chenoweth Cr.
Bowling Green, KY 42104
Phone: (502) 745-2791
No. 2850 3 P

BAILEY, Jessica
Vice President, Student Affairs
Northern Kentucky University
836-838 Administrative Center
Highland Heights, KY 41099-8108
Phone: (606) 572-6447
No. 485 3 V

BAILEY, Nell C.
Assoc. Professor of Education
Marshall University
400 Hal Greer Blvd.
Huntington, WV 25755-3000
Phone: (304) 696-6355
Fax: (304) 696-6419
No. 19894 2 P

BAILEY-MEIER, Bridget
Director Student Activities
California State University
Office Student Activities
San Marcos, CA 92096-0001
Phone: (619) 752-4970
No. 18368 6 P

BAILIFF, Diane M.
Assoc. Dean of Student Life
Univ. of Wisconsin-Whitewater
Admin. 2242/800 W. Main Street
Whitewater, WI 53190
Phone: (414) 472-1051
E-mail: BAILIFFD@uwwvax.uww.edu
No. 21942 4E P

BAIRD, J. Paul
Dean of Students
University of North Alabama
Box 5008
Florence, AL 35632-0001
Phone: (205) 760-4213
Fax: (205) 760-4904
No. 16934 3 P

BAJDEK, Anthony J.
Associate Dean-Administration
Northeastern University
360 Huntington Avenue
Boston, MA 02115
Phone: (617) 437-2788
No. 11836 1 P

BAKER, Amy D.
Asst. Dir. of Housing
Tufts University
Housing & Res. Life Office
Medford, MA 02155
Phone: (617) 627-3900
E-mail: ABAKER@PEARL.TUFTS.EDU
No. 18986 1 A

BAKER, Barbara A.
Director Residence Life
Syracuse University
309 Steele Hall
Syracuse, NY 13244-1120
Phone: (315) 443-2688
Fax: (315) 443-1886
No. 8935 2 P

BAKER, Bruce
Assoc VP Student Affairs
Merrimack College
Turnpike Rd.
North Andover, MA 01845
Phone: (508) 837-5176
No. 5791 1 P

BAKER, Debora E.
2245 College Drive #116
Baton Rouge, LA 70808
Phone: (504) 388-8663
No. 18970 3 P

BAKER, Janet
Vice President/Student Service
Gwynedd-Mercy College
Sumneytown Pike
Gwynedd Valley, PA 19437
Phone: (215) 641-5545
No. 20230 2 A

BAKER, Judith S.
Associate Dean of Students
Marymount University
2807 N. Glebe Rd
Arlington, VA 22207
Phone: (703) 284-1605
No. 20249 3 P

BAKER, Larry D.
Vice Chancellor
Indiana University East
Student Services
Richmond, IN 47374
Phone: (317) 973-8245
No. 20238 4E V

BAKER, Marinel
1402 Rescue Ct.
College Station, TX 77845
Phone: (409) 693-1772
No. 21436 3 S

BAKER, Mary K.
Asst. Dean for Stu. Life
Lehigh University
63 University Drive
Bethlehem, PA 18015
Phone: (610) 758-3501
No. 8828 2 P

BAKER, Robert W.
Dean of Student Development
Waubonsee Community College
RT 47
Sugar Grove, IL 60554
Phone: (708) 466-4811
E-mail: bob_baker%wcc@mcimail.com
No. 15873 4E A

BAKER, Roy W.
Dean for Student Development
Bluefield College
3000 College Drive
Bluefield, VA 24605-1799
Phone: (703) 326-4206
No. 17221 3 V

BALASUBRAMANIAN, Nanditha
2301 South Illinois Ave. #39
Carbondale, IL 62901
Phone: (618) 549-7048
No. 20374 4E S

BALCH, Margaret R.
University of Connecticut
U-152 UConn
Storrs, CT 06269
Phone: (203) 427-7291
No. 19741 1 S

BALDERSON, Jack
Dean of Students
Robert Morris College
Narrows Run Road
Coraopolis, PA 15108
Phone: (412) 262-8346
No. 1766 2 V

BALDIZAN, Elizabeth
Assistant to Vice President
Univ of Nevada-Las Vegas
4505 South Maryland Parkway
Las Vegas, NV 89154
Phone: (702) 739-3656
No. 7739 5 P

BALDWIN, William J.
Associate Dean
Teachers College-Columbia Univ
525 W. 120th St., Box 151
New York, NY 10027
Phone: (212) 678-3043
E-mail: WJBALDWIN@CUTCV2
No. 11099 2 V

BALES, Kay
Director Student Activities
Ball State University
Student Center 224
Muncie, IN 47306
Phone: (317) 285-5037
Fax: (317) 285-6615
No. 17674 4E P

BALISTRERI-CLARKE, Maggie
226 S. Owen Dr.
Madison, WI 53705
Phone: (608) 233-5170
No. 12442 4E S

BALKE, William
Vice President of Student Svcs
Concordia College
2811 NE Holman
Portland, OR 97211
Phone: (503) 280-8501
No. 2511 5 V

BALL, Gayle A.
Acting Director
CA State Univ-Dominguez Hills
1000 E. Victoria St./SC C127
Carson, CA 90747
Phone: (310) 516-3632
Fax: (310) 516-4550
No. 21432 6 P

BALLOM, Kenneth
Director, Student Support Svs.
Sauk Valley Community College
173 IL Rt. 2
Dixon, IL 61021
Phone: (815) 288-5511
No. 21835 4E A

BALLOU, Roger
Dean of Students
Univ. of Wisconsin
124 East Hathorn
River Falls, WI 54022
Phone: (715) 425-3711
No. 2766 4E V

BALOG, John A.
Assistant Dean of Students
Gonzaga University
Spokane, WA 99258
Phone: (509) 328-4220
No. 18771 5 P

BALON, Dan G.
Graduate Resident Director
Univ of Maryland-College Park
0200 Calvert Hall
College Park, MD 20742
Phone: (301) 314-7484
No. 19527 2 S

BALSER, Ted
Asst Director-Residence Life
Univ of Wisconsin-Oshkosh
800 Algoma Boulevard
Oshkosh, WI 54901
Phone: (414) 424-3212
E-mail: BALSER@HOMER.MIO.UWOSH.EDU
No. 8931 4E P

BALTZ, Roger
P.O. Box 3834
Pahrump, NV 89041
Phone: (702) 727-8516
No. 20175 5 P

BALUTANSKI, Jean
Dir./Off. of Specialized Svs.
Ramapo Coll. of New Jersey
505 Ramapo Valley Road
Mahwah, NJ 07450
Phone: (201) 529-7513
No. 21077 2 P

BALZER, Jackie
Coordinator Educational Servcs
University of Oregon
Office of Dean of Students
Eugene, OR 97403
Phone: (503) 346-1142
Fax: (503) 346-5811
E-mail: jbalzer@oregon.uoregon.edu
No. 16826 5 P

BAMBREY, Roselie Pelzer
Special Asst. Equity Programs
St. Lawrence University
Romoda Drive
Canton, NY 13617
Phone: (315) 379-5584
No. 21866 2 P

BAMBREY, Thomas E.
Dean of Student Life
St. Lawrence University
Vilas Hall 114
Canton, NY 13617
Phone: (315) 379-5311
No. 1479 2 V

BANDAS, Mark D.
601 N. Davis Avenue Apt. 6
Richmond, VA 23220
Phone: (804) 353-5843
Fax: (804) 289-8904
E-mail: in%"bandas@urvax.urich.edu"
No. 20716 3 P

BANKS, Kevin
Acting Dean/Student Developmnt
Monmouth College
400 Cedar Ave.
West Long Branch, NJ 07764-1898
Phone: (908) 571-3417
No. 2616 2 V

BANKS, Marsella D.
Whitman College
Walla Walla, WA 99362
No. 20542 5 H

BANNING, James H.
School of Occupat & Ed Studies
Colorado State University
213 Education Building
Fort Collins, CO 80523
Phone: (303) 491-7153
No. 11437 4W P

BARAK, Karen Lynn
Academic Coordinator
Univ of Wisconsin-Whitewater
404 Devonshire Road
Stoughton, WI 53589
Phone: (414) 472-3716
Fax: (414) 472-2791
E-mail: barakk@uwwvax.uww.edu
No. 11676 4E P

BARANOWSKI, Arden Claire
Residence Hall Director
Marquette University
716 N. 11 St. #203
Milwaukee, WI 53233
Phone: (414) 288-3579
Fax: (414) 288-5108
No. 19283 4E P

BARBER, Norman L.
Dir., New Student Programs
Univ. of Massachusetts-Dartmouth
Old Westport Rd. Admin. Rm 209
N. Dartmouth, MA 02747
Phone: (508) 999-8640
Fax: (508) 999-8901
No. 20232 1 P

BARBER, R. William
Assoc.Dean of Student Affairs
Stonehill College
North Easton, MA 02357
Phone: (508) 230-1363
No. 1437 1 P

BARBER-PIERRE, Carolyn R.
Associate Dean
Tulane University
223 Univ Ctr-26 McAlister Dr.
New Orleans, LA 70118
Phone: (504) 865-5181
No. 14493 3 P

BARBIER, Louise M.
3700 W. Pine Blvd. Box #551
St. Louis, MO 63108
Phone: (314) 652-2295
No. 20888 4W S

BARBIERI, James A.
Asst. Dean for Residence Life
Webster University
470 E. Lockwood
St. Louis, MO 63119
Phone: (314) 968-7030
No. 12140 4W A

BARCOMB, Julie A.
Virginia Tech
872 Clayton Square
Blacksburg, VA 24060
Phone: (703) 953-0740
No. 20494 3 S

BARCUS, Dawn
800 Algoma Boulevard Box #53
Oshkosh, WI 54901
Phone: (414) 424-1820
No. 17851 4E A

BARDEN, Jay
Asst Director Upperclass Prgr
Miami University
227 Warfield Hall
Oxford, OH 45056
Phone: (513) 529-4000
No. 18275 4E P

BARDI, Lorri
Graduate Assistant
Rider University
2083 Lawrenceville Rd, SC119
Lawrenceville, NJ 08648
Phone: (609) 896-5327
No. 20241 2 S

BARGER, Debbie M.
Dir. of Financial Assistance
Simpson College
701 N C Street
Indianola, IA 50125
Phone: (515) 961-1596
No. 20872 4E P

BARGERSTOCK, Burton A.
36 West End Avenue
Waterford, MI 48328
Phone: (313) 681-2096
No. 18457 4E S

BARHAM, Mary Ann
3117 NE 11th
Portland, OR 97212
Phone: (503) 725-5471
No. 21972 5 S

BARKETT, Paul J.
Asst Director Residential Life
The George Washington Univ
2121 I St, N.W. #402
Washington, DC 20052
Phone: (202) 994-6688
Fax: (202) 994-0353
No. 17813 2 P

BARKSDALE, Bryan Carter
Graduate Assistant
University of Mississippi
P.O. Box 6708
University, MS 38677
Phone: (601) 236-6625
Fax: (601) 232-5735
No. 21852 3 S

BARLOW, Robert
Dean of Student Affairs
Sweet Briar College
Dean of Students Office
Sweet Briar, VA 24595
Phone: (804) 381-6134
Fax: (804) 381-6173
No. 1662 3 V

BARNABEI, Fred
Vice President-Student Affairs
Augusta College
2500 Walton Way
Augusta, GA 30904-2200
Phone: (706) 737-1411
E-mail: fbarnabe@ADMIN.ac.edu
No. 1775 3 V

BARNARD, Cheryl A.
Asst Dean of Student Affairs
Quinnipiac College
Mount Carmel Avenue
Hamden, CT 06518-0569
Phone: (203) 281-8724
No. 9803 1 P

BARNARD, Clayton
Dir-Career Planning&Placement
Case Western Reserve Univ.
10900 Euclid Avenue
Cleveland, OH 44106-7060
Phone: (216) 368-6283
No. 20643 4E P

BARNES, Jay
VP for Student Development
Messiah College
Student Development Office
Grantham, PA 17027
Phone: (717) 691-6017
Fax: (717) 691-6043
E-mail: BARNES@MCIS.
MESSIAH.EDU
No. 669 2 V

BARNES, Pat
Vice President-Student Affairs
Auburn University
Cater Hall
Auburn University, AL 36849
Phone: (205) 844-4710
No. 724 3 V

BARNES, Paul William
Asst Dir. Residence Life
Wake Forest University
PO Box 7749 Reynolda Station
Winston-Salem, NC 27109
Phone: (919) 759-5185
No. 14077 3 P

BARNES, Rick D.
Dir. of Fraternity/Sorority Affairs
Texas Christian University
TCU Box 32919
Fort Worth, TX 76129
Phone: (817) 921-7926
No. 9262 3 P

BARNES, Sheila A.
National President
Sigma Kappa Sorority
PO Box 1397
Asheboro, NC 27204-1397
Phone: (910) 629-7593
No. 16942 3 SMN

BARNES, Stephen F.
Vice President Student Service
California Maritime Academy
P.O. Box 1392
Vallejo, CA 94590
Phone: (707) 648-4058
No. 14711 6 V

BARNETT, Gary L.
Activities Coordinator
San Jose State University
One Washington Square
San Jose, CA 95192
Phone: (408) 924-5950
No. 21017 6 P

BARNETT, Renee
Dean - Revelle College
U of CA - San Diego
9500 Gilman Drive
La Jolla, CA 92093-0321
Phone: (619) 534-1578
Fax: (619) 534-4663
E-mail: RBARNETT@UCSD.EDU
No. 11269 6 P

BARNETTE, Gary
Vice President Student Affairs
Lindsey Wilson College
210 Lindsey Wilson Street
Columbia, KY 42728
Phone: (502) 384-8036
No. 20264 3 A

BARON-HANSON, Rachel
1006 Lincoln Way #207
Ames, IA 50010
Phone: (515) 294-0828
No. 18601 4E S

BARQUINERO, James
VP Enroll. Plann. & Stu. Aff.
Sacred Heart University
5151 Park Ave.
Fairfield, CT 06432-1000
Phone: (203) 371-7880
No. 2669 1 V

BARR, Margaret J.
Vice President-Student Affairs
Northwestern University
Rebecca Crown Ctr-633 Clark St
Evanston, IL 60208-1107
Phone: (708) 491-5360
No. 10591 4E V

BARR, Patricia A.
Asst Dir- Residential Life
Illinois State University
2600 Illinois State Univ.
Normal, IL 61790-2600
Phone: (309) 438-8611
No. 2863 4E P

BARRATT, Will
Assistant Professor
Indiana State University
Department of Counseling
Terre Haute, IN 47809
Phone: (812) 237-2870
No. 11439 4E P

BARRETT, Kimberly
Women's Center Director
Murray State University
Ordway Hall, 1 Murray St
Murray, KY 42071
Phone: (502) 762-6851
No. 20255 3 P

BARRETT, Pamela K.
Dean of Student Affairs
Cedar Crest College
100 College Drive
Allentown, PA 18104-6196
Phone: (610) 437-4471
Fax: (610) 740-3789
No. 1647 2 V

BARRETT, Patricia Adkins
Director, Student Development
University of Illinois
601 S. Morgan M/C 318
Chicago, IL 60680
Phone: (312) 996-3100
No. 9974 4E P

BARRY, Ann Marie
Director-Student Activities
Oakton Community College
1600 East Golf Road
Des Plaines, IL 60019
Phone: (708) 635-1699
No. 6372 4E P

BARRY, Kevin G.
Admissions Associate
Wilmington College
320 Du Pont Highway
New Castle, DE 19720
Phone: (302) 328-9407
Fax: (302) 328-5902
No. 20775 2 A

BARSI, Louis M.
Dean Student Services
Delaware Tech & Community College
1832 N. Dupont Parkway
Dover, DE 19901
Phone: (302) 739-5405
No. 18231 2 V

BARSOUM, Sherif
Ohio State University
1910 Coghill Drive
Columbus, OH 43229
Phone: (614) 846-8981
No. 19664 4E S

BARTEL-LORD, Alison
Assoc Dir Student Activities
University of Richmond
Tyler Haynes Commons
Richmond, VA 23173
Phone: (804) 289-8697
No. 6795 3 P

BARTHOLOMEW, Lois
Dean of Students
Chandler-Gilbert Comm. College
2626 E. Pecos Road
Chandler, AZ 85225-2499
Phone: (602) 732-7310
Fax: (602) 732-7009
No. 21846 6 A

BARTLE-SCHULWEIS, Kathleen
Director, Women's Center
California Inst. of Technology
204-51
Pasadena, CA 91125
Phone: (213) 743-7981
No. 12860 6 P

BARTLETT, Frank
Area Coordinator
Temple University
1200 Cecil B. Moore Ave. 601E
Philadelphia, PA 19122
Phone: (215) 204-9694
No. 11005 2 P

BARTON, Sarah
Graduate Student
University of Arizona
1701 N. Wilmot #237
Tucson, AZ 85712
Phone: (601) 621-0763
No. 20868 6 S

BARTON, Stafford
56 Harris St. 2nd Floor
Haledon, NJ 07508
Phone: (201) 942-6562
No. 21915 2 S

BARTOS, Susan L.
Director, Career Planning
Union College
310 College Street
Barbourville, KY 40906
Phone: (606) 546-1258
Fax: (606) 546-3206
No. 17787 3 P

BASEY, David E.
Director of Publications
St. Francis College
180 Remsen Street
Brooklyn Heights, NY 11201-4398
Phone: (718) 522-2300
No. 12388 2 P

BASLEY, Chris M.
Residence Hall Director
Rhode Island College
600 Mt. Pleasant Avenue
Providence, RI 02908
Phone: (401) 456-8240
Fax: (401) 456-8379
No. 21464 1 P

BASS, Randall V.
Asst Prof of Educa. Leadership
University of Mississippi
Dept of Educational Leadership
University, MS 38677
Phone: (601) 232-7589
Fax: (601) 232-7249
No. 20510 3 P

BASTIANELLI, Joseph
1513 W. Farnum Avenue
Royal Oak, MI 48067
Phone: (313) 543-3227
No. 20448 4E S

BATCHELOR, Susan Wren
Asst. Vice Chancellor
Texas Christian University
Box 32919
Fort Worth, TX 76129
Phone: (817) 921-7926
Fax: (817) 921-7333
No. 324 3 P

BATES, Billy
Dean of Student Services
Eastern Wyoming College
3200 West C
Torrington, WY 82240
Phone: (307) 532-8232
No. 20361 4W V

BATT, Dean
Vice President
San Jose State University
One Washington Square
San Jose, CA 95192
Phone: (408) 924-5900
No. 2680 6 V

BATTISTE, Doris
Dir, Drug & Alcohol Education
Univ of the Virgin Islands
#2 John Brewers Bay
St. Thomas, VI 00802-9900
Phone: (809) 776-9200
No. 19018 3 P

BAUERS, Susan
Dean Student Affairs
Nebraska Methodist College
8501 West Dodge St
Omaha, NE 68114
Phone: (402) 390-4920
No. 18569 4W V

BAUGH, David W.
Assoc Dir -SAC Operations
University of Louisville
SAC W301
Louisville, KY 40292
Phone: (502) 852-6691
No. 9325 3 P

BAUMAN, David Scott
Resident Director, Graduate
Fairleigh Dickinson University
Off of Res Life/1000 River Rd
Teaneck, NJ 07666
Phone: (201) 692-2544
No. 20929 2 S

BAUMAN III, Dallas W.
Asst VP for Campus Residences
SUNY Stony Brook
Stony Brook, NY 11794-4444
Phone: (516) 632-6750
No. 1382 2 P

BAUMANN, Denise
Hall Coordinator
University of Northern Iowa
Hagemann Hall
Cedar Falls, IA 50614-6735
Phone: (319) 273-2580
Fax: (319) 273-2612
No. 14870 4E P

BAUMGARTNER, David
Dir. Career Services Center
Kent State University
Kent, OH 44242-0001
Phone: (216) 672-2360
No. 10834 4E P

BAURER, Jim
Director, Curris Center
Murray State University
Curris Center
Murray, KY 42071
Phone: (502) 762-6984
No. 17337 3 P

BAXTER, Dale
Director
Pikes Peak Community College
5675 S. Academy Blvd
Colorado Springs, CO 80906
Phone: (719) 540-7152
No. 19431 4W A

BAYNE, Robert
928 Jeffrey CT
St. Cloud, MN 56303
No. 1230 4E P

BAZINSKY, Jack
11330 Apoline Court
Jacksonville, FL 32223
Phone: (904) 262-7971
No. 11401 3 S

BEACHNAU, Andrew J.
Associate Director/Housing
Grand Valley State University
225 Commons - Housing Office
Allendale, MI 49401
Phone: (616) 895-2120
Fax: (616) 895-3790
E-mail: beachnau@gusu.edu
No. 10938 4E P

BEADLE, Priscilla
VP-Administration/Student Affairs
University of Texas-Dallas
P.O. Box 830688
Richardson, TX 75083-0688
Phone: (214) 690-2791
No. 1057 3 V

BEALS, Cynthia L.
Dir Student Activities
Franklin College
501 E.Monroe
Franklin, IN 46131
Phone: (317) 738-8086
Fax: (317) 738-8097
No. 14330 4E P

BEARDSLEY, Katherine P.
Assistant Dean
Univ of Maryland-College Park
2141 Tydings
College Park, MD 20742-7225
Phone: (301) 405-1692
E-mail: kbeard@bsosumdedu
No. 1084 2 P

BEASLEY, James R.
Vice Pres. for Campus Life
Stetson University
Campus Box 8357
Deland, FL 32720-3757
Phone: (904) 822-7210
No. 751 3 V

BEASLEY, Karen M.
Director of Student Services
Stetson College of Law
1401 61st Street S.
St. Petersburg, FL 33707
Phone: (813) 345-1121
No. 12292 3 P

BEATTY, Bud
Assoc Dean of Residential Life
Dartmouth College
4 Parkhurst Hall HB 6112
Hanover, NH 03755
Phone: (603) 646-2025
No. 8143 1 P

BEATTY, John W.
Dir. of Student Affairs
Penn State University
University Drive
McKeesport, PA 15132
Phone: (412) 675-9160
Fax: (412) 675-9185
No. 21300 2 P

BEAUCHAMP, Ron
Asst. Dean of Student Affairs
Elmhurst College
190 Prospect Avenue
Elmhurst, IL 60126
Phone: (708) 617-3150
Fax: (708) 617-3393
No. 20759 4E P

BEAULIEU, Adrian
Director of Academic Advising
George Washington University
Stuart Hall B03A/2013 G St. NW
Washington, DC 20052
Phone: (202) 994-7572
Fax: (202) 994-0335
E-mail: beaulieu@gwuvm.gwu.edu
No. 15904 2 P

BECHERER, Jack
VP for Student Development
Moraine Valley Community Coll.
10900 S. 88th Avenue
Palos Hills, IL 60465
Phone: (708) 974-5209
No. 21202 4E A

BECK, Ann-Louise T.
Canisius College of Buffalo
1310 Delaware Ave. #403
Buffalo, NY 14209
No. 20550 2 H

BECK, Joanne
VP Student Affairs and Dean
Mary Washington College
Rm 200 Lee Hall 1301 College
Fredericksburg, VA 22401-5358
Phone: (703) 899-4641
No. 1034 3 V

BECK, Julie Renee
Director Student Activities
Mount Olive College
514 Henderson Street
Mount Olive, NC 28365
Phone: (919) 658-7166
No. 21241 3 P

BECK, Mary H.
Academic Advising Coordinator
Berklee College of Music
1140 Boylston St
Boston, MA 02215
Phone: (617) 266-1400
No. 16844 1 P

BECKER, Barbara
Director-SASS
Univ of Minn-Twin Cities
106 Johnston Hall
Minneapolis, MN 55455
Phone: (612) 625-3846
No. 6132 4E P

BECKER, JR., Raymond
Assoc. Dean - Student Programs
Widener University
One University Place
Chester, PA 19013
Phone: (610) 499-4395
E-mail: Raymond.J.Becker@cyber.widener.edu
No. 7349 2 P

BECKER, Thomas S.
4406 Castlewood Place #2
Ames, IA 50014
Phone: (515) 294-1023
No. 18647 4E S

BECKING, Alexander C.
University of South Carolina
101 South Bull Street
Columbia, SC 29205
Phone: (803) 777-4172
Fax: (803) 777-9354
No. 19662 3 S

BECQUE, Fran
2608 Kent Drive
Carbondale, IL 62901
Phone: (618) 529-3300
No. 19473 4E S

BEDROSSIAN, Peter
Coordinator Special Counseling
New York University
800 Tisch Hall, 40 West 4th St
New York, NY 10012
Phone: (212) 998-4002
No. 8210 2 P

BEEBE, Susan J.
Assistant Director
Nova Southeastern University
3301 College Ave
Fort Lauderdale, FL 33314
Phone: (305) 475-7052
No. 10939 3 A

BEEBE, Theresa
P.O. Box 118505 - 330 JWAU
Gainesville, FL 32601
Phone: (904) 392-1655
E-mail: Theresa_Beebe_RUPC@SFA.UFL.EDU
No. 19384 3 S

BEELER, Karl J.
Assoc. VC for Student Affairs
Univ of Missouri-St. Louis
8001 Natural Bridge Road
St. Louis, MO 63121-4499
Phone: (314) 553-5211
Fax: (314) 553-6535
E-mail: SKJBEEL@UMSLVMA.UMSL.EDU
No. 10517 4W P

BEER, Ronald
Vice President-Student Service
Oklahoma State University
Whitehurst Hall, Room 201
Stillwater, OK 74078
Phone: (405) 744-5328
No. 1567 4W V

BEERY, Marilyn
CFCS Student Services
Iowa State University
125 MacKay Hall
Ames, IA 50011
Phone: (515) 294-7247
No. 10838 4E P

BEHAN, Joe
Asst. Dean Student Life
Le Moyne College
Office of Student Life
Syracuse, NY 13214
Phone: (315) 445-4527
E-mail: Behan@Maple.LeMoyne.Edu
No. 19406 2 P

BEHRENDT, William
Dean for Residence Life
California University of PA
250 University Avenue
California, PA 15419
Phone: (412) 938-4430
No. 15042 2 P

BEHRENS, Jon Allen
Degree Program Advisor
University of North Texas
7305 Windhaven
Ft. Worth, TX 76180
Phone: (817) 565-2051
No. 20799 3 P

BEHYMER, Charles E.
Vice President - Student Svcs.
Christopher Newport University
50 Shoe Lane
Newport News, VA 23606-2998
Phone: (804) 594-7160
Fax: (804) 594-7639
No. 977 3 A

BEJOIAN, Lynne M.
Director, Student Affairs
Columbia University
305 Low Library
New York, NY 10027
Phone: (212) 854-2388
Fax: (212) 854-3448
No. 5166 2 P

BEKKERING, James R.
V.P. Admissions & Student Life
Hope College
DeWitt Center
Holland, MI 49423
Phone: (616) 394-7955
No. 2561 4E V

BELACHEW, Yeworkwha
Asst. Dean of Stu/Res Life
Oberlin College
105 Peters Hall
Oberlin, OH 44074
Phone: (216) 775-8472
Fax: (216) 775-8089
No. 21623 4E P

BELCASTRO, Jeanine F.
57 Hutton Street
Kingston, NY 12401
Phone: (617) 352-9580
E-mail: jeanineb@acs.bu.edu
No. 20667 2 S

BELCH, Holley A.
Coord of Research-Stud. Affairs
Arizona State University
Tempe, AZ 85287-3001
Phone: (602) 965-4070
E-mail: GA4092@SIUCVMB
No. 4855 6 P

BELL, Carmen H.
Administrative Assistant
Virginia Commonwealth Univ
901 Floyd Ave Box 3017
Richmond, VA 23284
Phone: (804) 367-1244
No. 20267 3 P

BELL, Donald M.
Asst. Dean of Students
Illinois Inst. of Technology
40 West 33rd Street
Chicago, IL 60616-3793
Phone: (312) 567-3080
No. 21832 4E P

BELL III, Ed
Assoc Director Residence Life
Willamette University
Off.of Resid.Life 900 State St
Salem, OR 97301
Phone: (503) 370-6212
E-mail: ebell@willamette.
No. 6418 5 A

BELL, Jane
Manager, SAC
University of Louisville
SAC W301
Louisville, KY 40292
Phone: (502) 852-6691
No. 14770 3 P

BELL, Judith
Dir. Admissions & Enrll Mgmnt
Univ of Maryland at Baltimore
655 W Lombard Street
Baltimore, MD 21201
Phone: (410) 706-7503
No. 1837 2 P

BELL, Michael S.
Career Couns. & Res. Hall Dir.
Hendrix College
Student Development Office
Conway, AR 72032
Phone: (501) 336-5002
Fax: (501) 450-1200
E-mail: BELLMS@ALPHA.
HENDRIX.EDU
No. 20772 4W P

BELL, Robert H.
Associate Director Greek Life
University of Southern California
STU- 200
Los Angeles, CA 90089-4892
Phone: (213) 740-2080
No. 10396 6 P

BELL, S.L.
P.O. Box 607
Ceweta, OK 74429
Phone: (918) 486-4984
Fax: (918) 486-3028
No. 21685 4W S

BELL, Sarah E.
Graduate Student
Indiana University
Ashton-Moenkhaus, #114
Bloomington, IN 47406
Phone: (812) 857-1815
No. 18065 4E S

BELLANTE, Judith
Director Career Services
Bryant College
1150 Douglas Pike
Smithfield, RI 02917
Phone: (401) 232-6090
Fax: (401) 232-6742
No. 19616 1 P

BELLE, Joseph A.
Asst. VP/Student Development
University of Dayton
300 College Park
Dayton, OH 45469
Phone: (513) 229-3317
No. 11336 4E P

BELLER, Stephen
Dean of Student Services
Capital University
2199 E Main Street
Columbus, OH 43209
Phone: (614) 236-6611
No. 8225 4E V

BELLISARIO, Wendy
Asst. Resident Director
Regis University
230 SMB 3333 Regis Blvd.
Denver, CO 80221
Phone: (303) 964-5045
No. 21521 4W S

BELMEAR, Michael C.
Assistant to VP Student Affairs
Fairmont State University
1201 Locust Ave
Fairmont, WV 26554
Phone: (304) 367-4643
No. 21141 2 P

BELOTE, Linda S.
Assoc Vice Chancellor, ASSL
University of Minn-Duluth
138 Library
Duluth, MN 55812
Phone: (218) 726-7152
No. 995 4E V

BELSON, Beverly
University Ombudsman
Western Michigan University
218 Bernhard Center
Kalamazoo, MI 49008
Phone: (616) 383-6200
No. 10329 4E P

BELYEA, Daniel
Coordinator/Housing
Eastern Maine Tech College
354 Hogan Rd
Bangor, ME 04401
Phone: (207) 941-4664
No. 15257 1 P

BEMAN, Karen E.
Asst. Director, Columbia Ctr.
Johns Hopkins University
6740 Alexander Bell Drive
Columbia, MD 21045-2100
Phone: (410) 290-1777
No. 12344 2 P

BENAMATI, Jaqueline D.
Dean of Students
College of Mt. St. Vincent
6301 Riverdale Avenue
Riverdale, NY 10471
Phone: (212) 549-8000
No. 3105 2 V

BENCH, Colleen O'Connor
Director, Parents Office
Syracuse University
311 Steele Hall
Syracuse, NY 13244-1120
Phone: (315) 443-1200
Fax: (315) 443-1886
E-mail: colleen.bench@SUADMIN
No. 18208 2 P

BENDER, Barbara E.
Associate Provost
Rutgers University
25 Bishop Place
New Brunswick, NJ 08903
Phone: (908) 932-7747
Fax: (908) 932-7407
E-mail: Bender@Zodiac.Rutgers.edu
No. 21990 2 P

BENDER, Marie T.
Dean of Student Affairs
New Hampshire Tech College
One College Drive
Claremont, NH 03743
Phone: (603) 542-7744
No. 19804 1 A

BENDER, Ralph
Asst. Dir.-Recreational Sports
University of Wyoming
4319 Grays Gable
Laramie, WY 82070
Phone: (307) 766-4175
No. 7799 4W P

BENEDICT, Larry G.
Dean of Student Affairs
Johns Hopkins University
3400 N. Charles Street
Baltimore, MD 21218
Phone: (410) 516-7875
Fax: (410) 516-4495
E-mail: BENEDICT@JHUVM.
hef.jhu.edu
No. 12390 2 V

BENGELS, Lea
Area Coordinator
St. Edward's University
3001 S. Congress
Austin, TX 78704
Phone: (512) 326-7016
No. 21473 3 A

BENJAMIN, Alicia A.
Program Coordinator
Columbia University
630 West 168th St., Rm. 3-405
New York, NY 10032
Phone: (212) 305-4157
No. 19120 2 P

BENJAMIN, Mimi
Graduate Resident Director
Ohio University
East Green Office
Athens, OH 45701
Phone: (614) 597-8475
No. 19139 4E S

BENKE, Meg
31 McMaster St
Ballston Spa, NY 12020-1907
Phone: (518) 885-3819
E-mail: MBENKE@SNYESC.VAX
No. 5358 2 A

BENN, Sherri H.
Director Student Justice
Southwest Texas State Univ.
601 University Drive/820 JC K
San Marcos, TX 78666
Phone: (512) 245-2126
No. 20279 3 P

BENNEKAMPER, Heidi
Graduate Student
Central Missouri State Univ.
313 Todd Hall
Warrensburg, MO 64093
Phone: (816) 543-3997
No. 21334 4W S

BENNETT, Alexandra G.
1102 Ivy Ridge Road #25
Syracuse, NY 13210
Phone: (315) 428-0976
No. 20764 2 S

BENNETT, Bruce
Asst.Director-Student Services
University of Washington
5001 25th Ave NE, GH-21
Seattle, WA 98195
Phone: (206) 543-6160
No. 610 5 P

BENNETT, Cliff
Vice President-Student Service
Freed-Hardeman College
158 E. Main St
Henderson, TN 38340
Phone: (901) 989-6052
No. 1940 3 V

BENNETT, Donald
Vice President-Student Affairs
University of Southern Indiana
8600 University Blvd
Evansville, IN 47712
Phone: (812) 464-1757
No. 2000 4E V

BENNETT, Janet
Director
Intercultural Comm. Institute
8835 S.W. Canyon Lane
Portland, OR 97225
Phone: (503) 297-4622
No. 14537 5 SMN

BENNETT, Lori
Asst. Dir. of First Year Prog.
Miami University
227 Warfield Hall
Oxford, OH 45056
Phone: (513) 529-4000
No. 17357 4E P

BENSON, Jill
Graduate Asst. - Union Board
Indiana State University
HMSU 521
Terre Haute, IN 47803
Phone: (812) 237-3833
No. 19071 4E S

BENSON, Paul A.
VP & Dean for Student Affairs
Kennesaw State College
P.O. Box 444
Marietta, GA 30061
Phone: (404) 423-6310
E-mail: pbenson@kscmail.kennesaw.edu
No. 2048 3 V

BENTLEY, Charles
Director of Counseling
Winona State University
PO Box 5838
Winoma, MN 55987-5838
Phone: (507) 457-5300
No. 21114 4E P

BENTLEY, Delmar
Louisiana State Univ-Eunice
PO Box 1129
Eunice, LA 70535
No. 1066 3 V

BENTLEY, Nancy
Director of Counseling
College of Lake County
19351 Washington St
Grayslake, IL 60030
Phone: (708) 223-6601
No. 1225 4E P

BENTRIM, Erin M.
PO Box 98
Poultney, VT 05764
Phone: (802) 287-9313
No. 19244 1 A

BENTS, Mary
Director, Student Affairs
Univ of Minn-Twin Cities
86 Pleasant SE/40 Wulling Hall
Minneapolis, MN 55455
Phone: (612) 625-6501
No. 6869 4E P

BERCIER, Dennis
Counselor
Turtle Mountain Community College
Box 340
Belcourt, ND 58316
Phone: (701) 477-5605
No. 20383 4W A

BERG, Theodore
Vice President Student Affairs
Sheldon Jackson College
801 Lincoln
Sitka, AK 99835
Phone: (907) 747-5203
No. 20215 5 P

BERGEN, David
Associate Dean, Campus Life
Stetson University
Box 8338
Deland, FL 32720
No. 2183 3 P

BERGER, Jacqueline M.
Asst. Program Director
Univ. of IL - Chicago
808 W. Roscoe #2
Chicago, IL 60657
Phone: (312) 413-5070
No. 21357 4E P

BERGER, Joseph B.
Director Student Activities
Pfeiffer College
PO Box 551
Misenheimer, NC 28109
Phone: (704) 463-1360
No. 21138 3 P

BERGMAN, Cynthia
Director of Admissions
Friends University
2100 University
Wichita, KS 67213
Phone: (316) 261-5842
No. 15290 4W A

BERHANE, Gezai
Student Activities Advisor
Calif State Univ. San Marcos
San Marcos, CA 92096-0001
Phone: (619) 752-4970
No. 20281 6 P

BERISH, Sharon
Interim VP Student Affairs
Southeastern Oklahoma State U
Student Affairs Office, Sta. A
Durant, OK 74701-0609
Phone: (405) 924-0121
No. 12572 4W V

BERMAN, Adam
Assistant Dean of Students
Manhattanville College
2900 Purchase Street
Purchase, NY 10577
Phone: (914) 694-2200
No. 12974 2 P

BERMAN, Jodi
Complex Director
Western Washington University
Office of Residence Life
Bellingham, WA 98225-9113
Phone: (206) 650-2616
E-mail: berm@henson.cc.wwu.edu
No. 16968 5 P

BERNARD, Bill
VP of Student Services
Nicolet College
Box 518
Rhinelander, WI 54501
Phone: (715) 365-4456
No. 20824 4E V

BERNARD, Joe
Asst Director of Admissions
University of Portland
5000 N. Willamette Blvd.
Portland, OR 97203
Phone: (503) 283-7205
No. 12079 5 P

BERNARD, Phillip M.
Area Coordinator
Eastern CT State University
83 Windham Street - Noble Hall
Willimantic, CT 06226
Phone: (203) 456-5802
No. 20755 1 P

BERNDT, JR., Louis J.
Asst Dean Campus Activities
University of New Orleans
New Orleans, LA 70148
Phone: (504) 286-6349
Fax: (504) 286-7393
No. 8591 3 P

BERRY, Anne
8921 Fontainebleau Terrace
Cincinnati, OH 45231-4805
No. 10050 4E A

BERRY, Franklin
Dir Minority Student Services
University of Alaska-Anchorage
3211 Providence Dr.
Anchorage, AK 99508
Phone: (907) 786-4073
No. 15045 5 P

BERTOLINO, Joseph A.
P.O. Box 80
Jericho, NY 11753
Phone: (516) 876-3067
Fax: (516) 876-3080
No. 20990 2 P

BERTSCHY, William J.
Director-Pingree Park Campus
Colorado State University
Palmer Center Room 216
Fort Collins, CO 80523
Phone: (303) 491-7377
E-mail: bertschy@sacc.colostate.edu
No. 1110 4W P

BESKID, Fortner Novella
Asst. Director of Student Life
University of South Carolina
Russell House, Room 006A
Columbia, SC 29208
Phone: (803) 777-5780
Fax: (803) 777-7396
No. 90896 3 P

BESSE, Renee L.
Asst Dir of Financial Aid
Univ of Nebraska-Kearney
Memorial Student Affs Bldg
Kearney, NE 68849
Phone: (308) 254-8521
No. 18966 4W P

BESSEGATO, Sylvia
Acting Vice President
Xavier University
3800 Victory Parkway
Cincinnati, OH 45207
Phone: (513) 745-4893
No. 18384 4E P

BEST, Eileen T.
108 West California Ave
Columbus, OH 43202
Phone: (614) 587-6306
No. 11468 4E S

BETANCOURT, Uriydiche S.
918 Paradise Lane
Long Beach, CA 90805
Phone: (310) 984-8240
No. 18735 6 S

BETHARDS, Karen O.
2944 Whittier Ct
Ann Arbor, MI 48104-6732
Phone: (313) 449-0682
E-mail: kbethards@albion.bitnet
No. 19655 4E S

BETHUNE, Lawrence E.
Dean of Students
Berklee College of Music
1140 Boylston Street
Boston, MA 02215
Phone: (617) 266-1400
No. 10703 1 V

BETHUNE-KING, Eliza
Intern Coordinator
U.S. Dept. of State
Recruitment Div./P.O. Box 9317
Arlington, VA 22219
Phone: (703) 875-7207
Fax: (703) 812-2265
No. 21822 3 SMN

BEVILACQUA, Joseph
1835 Pebble Brook Drive
New Braunfels, TX 78130
Phone: (210) 629-3693
No. 2451 3 A

BHAGAT, Heemanshu M.
Dir., Office of Campus Life
Kent State University
226 Kent Student Union
Kent, OH 44242-0001
Phone: (216) 672-2480
Fax: (216) 672-2052
No. 8831 4E P

BIALEK, Steve
Director, Part-time Enrollment
Milwaukee Sch of Engineering
1025 N. Broadway
Milwaukee, WI 53202
Phone: (414) 277-7156
E-mail: BIALEK@ADMIN.MSOE.EDU
No. 18642 4E P

BICE, JR, Gary L.
PO Box 3564
West Chester, PA 19381
Phone: (610) 436-2670
E-mail: GBICE@WCUPA.EDU
No. 17905 2 P

BICKEL, Sarah L.
Assoc. Dir./Ed. Support Progr.
Northern Arizona University
P.O. Box 6035
Flagstaff, AZ 86011
Phone: (602) 523-5524
E-mail: SLB3@AJUCC.NAU.Edu
No. 8286 6 P

BICSKO, Stephen C.
Associate Dean of Life
St. John's University
Grand Central and Utopia Pkwys
Jamaica, NY 11439
Phone: (718) 990-6469
No. 10571 2 P

BIDINGER, Paul
Dir. of Student Financial Aid
California Maritime Academy
200 Maritime Academy Drive
Vallejo, CA 94590
Phone: (707) 648-4227
Fax: (707) 648-4204
No. 21908 6 P

BIELAWSKI, Karla
Programmer
Tufts University
Hodgdon Res Life Office
Medford, MA 02155
Phone: (617) 627-3908
No. 18989 1 A

BIERON, Paul
Canisius College
2001 Main Street
Buffalo, NY 14208
Phone: (716) 888-2950
No. 7460 2 P

BIES, Jim
VP for Student Services
Augustana College
29th and Summit Avenue
Sioux Falls, SD 57197
Phone: (605) 336-4124
No. 1849 4W V

BIGGERS, Darlene
Dir Ctr. Student Development
Univ of Wisconsin-Platteville
20 Royce Hall/Univ Plaza
Platteville, WI 53818
Phone: (608) 342-1863
E-mail: Biggers@UWPLATT.EDU
No. 15178 4E P

BIGGS, Robert A.
Executive Vice President
Phi Delta Theta Fraternity
2 South Campus Avenue
Oxford, OH 45056
Phone: (513) 523-6345
No. 15205 4E SMN

BILLER, Gary M.
Vice President Student Affairs
Dickinson State University
291 Campus Drive
Dickinson, ND 58601
Phone: (701) 227-2310
Fax: (701) 227-2006
E-mail: Biller@NDSUVM1.bitnet
No. 18296 4W V

BILLS, Caryn A.
Ombudsperson
University of Illinois
Box 4348 Mail Code 319
Chicago, IL 60680
Phone: (312) 996-8145
No. 11671 4E P

BIMEL, Jean T.
Development Dir. for Stu. Aff.
Univ. of Cincinnati Foundation
425 Oak Street
Cincinnati, OH 45219
Phone: (513) 556-6781
Fax: (513) 281-0562
No. 18067 4E P

BINDER, John J.
Asst Dean for Enrollment Mgmt.
Kent State University
225 Michael Schwartz Center
Kent, OH 44242
Phone: (216) 672-4050
E-mail: GROGERS@KENTVM
No. 12447 4E P

BINNS, Kelly E.
Counseling Services Assistant
Missouri Southern State Coll.
3950 E Newman Rd
Joplin, MO 64801-1595
Phone: (417) 625-9363
No. 20336 4W P

BINZER, Carol
Asst Dir Leadership Develop.
U of No. Carolina-Chapel Hill
CB #5100, 01 Steele
Chapel Hill, NC 27599-5100
Phone: (919) 966-4041
E-mail: BINZER@UNCMVS.OIT.UNC.EDU
No. 4688 3 P

BIPS, Linda L.
Director of Counseling
Muhlenberg College
Student Development Center
Allentown, PA 18104
Phone: (215) 821-3185
No. 9350 2 P

BIRDINE, Phillip
Dean of Students
Midwestern State University
3410 Taft Bldg - Room 116, CSC
Wichita Falls, TX 76308
Phone: (817) 689-4219
No. 18673 3 P

BIRDINE, Steven T.
Coord. of Diversity Programs
Indiana University
104 Franklin Hall
Bloomington, IN 47405-2801
Phone: (812) 855-1816
Fax: (812) 855-5381
No. 15493 4E P

BIRDWELL, Kimberly D.
303 S. Grand Blvd. #101
St. Louis, MO 63103-2416
Phone: (314) 658-2975
No. 21733 4W S

BIRGE, James
Coord-Center Service Learning
Regis University
3333 Regis Blvd
Denver, CO 80221
Phone: (303) 458-3550
No. 8483 4W P

BIRKEMEIER, Laurie A.
14823 Ibex
Norwalk, CA 90650
Phone: (310) 929-4142
No. 20645 6 S

BIRNBAUM, Matthew
819 N. 1st Avenue #311
Tucson, AZ 85719
Phone: (602) 770-1842
No. 20480 6 S

BIRNBERG, Carla
162 Woodshire Drive
Pittsburgh, PA 15215
Phone: (412) 782-3051
No. 20655 2 S

BISCHOFF, Pamela M.
Vice President Student Affairs
Ramapo College of New Jersey
505 Ramapo Valley Road
Mahwah, NJ 07430
Phone: (201) 529-7457
Fax: (201) 529-6709
E-mail: pbischof@ultrix.ramapo.edu
No. 2407 2 V

BISHOP, Cami L.
Student Leadership Coord.
Portland Community College
P.O. Box 19000
Portland, OR 97280
Phone: (503) 754-8445
No. 12467 5 P

BISHOP, Kristy
8404 Everett
Raytown, MO 64138
Phone: (816) 358-6130
No. 20479 4W S

BISHOP, Laura L.
Asst. Dir. Res. Life
Beloit College
700 College Street
Beloit, WI 53511
Phone: (608) 363-2350
Fax: (608) 363-2718
E-mail: bishop1@beloit.edu
No. 10844 4E P

BISSONNETTE, Ed
Assoc. Dean for Res. Life
Southern California College
55 Fair Drive
Costa Mesa, CA 92626
Phone: (714) 556-3610
Fax: (714) 957-9317
No. 15989 6 A

BITEL, Kevin J.
240 Crystal Lake Road
Ellington, CT 06029
Phone: (203) 875-9402
No. 20989 1 S

BIXLER, Kirk Jackson
Res. Coord./Asst. Dir Res Life
Albion College
611 E Porter
Albion, MI 49224
Phone: (517) 629-0406
E-mail: IN%"KBIXLER@ALBION"
No. 15250 4E P

BLACK, Alison J.
Graduate Associate
Ohio University
204 Baker Ctr/Student Activ.
Athens, OH 45701-2988
Phone: (614) 593-4025
Fax: (614) 593-0047
No. 19216 4E S

BLACK, Dennis R.
Dean of Students
University of Buffalo
542 Capen Hall
Buffalo, NY 14260
Phone: (716) 645-2982
Fax: (716) 645-5966
No. 2205 2 V

BLACK, Eliza E.
Dean of Student Affairs
Morris College
100 W. College Street
Sumter, SC 29150-3599
Phone: (803) 775-9371
No. 5749 3 V

BLACK, Markita D.
Residence Director
University of Tulsa
2808 E. 6th Street
Tulsa, OK 74104
Phone: (918) 631-2120
Fax: (918) 631-2170
E-mail: MDB@VAX1.UTULSA.EDU
No. 21368 4W P

BLACK, Michael A.
726 N. Allen St
State College, PA 16803-3634
Phone: (216) 368-1011
No. 14494 2 S

BLACK, Steve
Residence Life Coordinator
Union College
PO Box 890 310 College St
Barbourville, KY 40906
Phone: (606) 546-3659
No. 18744 3 P

BLACKBURN, J. Blair
Coord. of Student Activities
The Univ. of TX at Tyler
3900 University Boulevard
Tyler, TX 75799
Phone: (903) 566-7081
Fax: (903) 566-7078
No. 20941 3 P

BLACKBURN, James W.
Assistant Dean of Students
Randolph-Macon College
Ashland, VA 23005
Phone: (804) 752-7270
Fax: (804) 752-7231
No. 21809 3 P

BLACKBURN, John
President
Blackburn Educational Tech.
Post Office Box 031835
Tuscaloosa, AL 35403
Phone: (205) 345-0610
No. 642 3 H

BLACKWELL, Deborah E.
Graduate Assistant
University of South Carolina
Russell House, Lower Level
Columbia, SC 29225
Phone: (803) 777-5780
No. 20173 3 S

BLACKWELL, Edward M.
Associate Dean of the Colleges
Hobart College
Geneva, NY 14456
Phone: (315) 781-3319
No. 75 2 A

BLACKWELL, Stuart W.
Dir. Stud. Ctr & Leadership
Incarnate Word College
4301 Broadway Box 54
San Antonio, TX 78209-6397
Phone: (210) 829-6034
No. 15703 3 P

BLAESING, Greg
Director-Student Activities
Boise State University
1910 University Boulevard
Boise, ID 83725
Phone: (208) 385-1551
Fax: (208) 385-1391
E-mail: gblaesing@claven.idgsu.edu
No. 9363 5 P

BLAIR, Maureen E.
Associate Director
Illinois State University
Office of Residential Life
Normal, IL 61761
Phone: (309) 438-8611
No. 14092 4E P

BLANKE, Debbie
Director of Residence Life
Cameron University
2800 W. Gore Boulevard
Lawton, OK 73505
Phone: (405) 581-2392
Fax: (405) 581-5514
No. 21845 4W P

BLANKENSHIP, Barbara
Dean of Student Affairs
Hinds Community College
Box 1276
Raymond, MS 39154
Phone: (601) 857-3232
No. 8679 3 V

BLAU, Kathleen
Director, Career Planning
Loras College
Dubuque, IA 52001
Phone: (319) 588-7937
No. 12796 4E P

BLEIDT, Patricia
Director -Stu Develop Services
Youngstown State University
3049 Jones Hall
Youngstown, OH 44555
Phone: (216) 742-3536
No. 1009 4E A

BLENKINSOP, P.
Coordinator of Student Svcs
Laurentian University
Ramsey Lake Road- Sudbury
Ontario CANADA P3E 2C6
Phone: (705) 673-6505
Fax: (705) 675-4847
E-mail: PBLENKIN@NICKEL.LAURENTIAN.CA
No. 12638 4E A

BLESSING, Jon B.
Asst VP-Student Affairs
Bemidji State University
1500 Birchmont Drive NE
Bemidji, MN 56601-2699
Phone: (218) 755-2075
No. 2387 4E V

BLEUINS, Terri B.
3744 Whitetail Lane NE
Iowa City, IA 52240
Phone: (319) 626-2797
No. 21817 4E S

BLEZIEN, Paul
Dean of Student Affairs
Northwestern College
208 8th St SW
Orange City, IA 51041
Phone: (712) 737-4821
No. 2122 4E V

BLIER, Daniel R.
Resident Director Assistant
Marymount University
2807 North Glebe Road
Arlington, VA 22207
Phone: (703) 522-5600
No. 19368 3 S

BLIMLING, Gregory S.
VC for Student Development
Appalachian State University
109 Dougherty Adm Bldg
Boone, NC 28608
Phone: (704) 262-2060
No. 1616 3 V

BLINN, Amy S.
Student Activities Director
Penn State Univ-Beaver
108 AB Brodhead Road
Monaca, PA 15061
Phone: (412) 773-3679
Fax: (412) 773-3557
E-mail: asb1@oas.psu.edu
No. 19605 2 P

BLISS, Lawrence
Director, Career Services
University of Southern Maine
96 Falmouth Street
Portland, ME 04103
Phone: (207) 780-4199
E-mail: BLISS@MAINE.MAINE
No. 513 1 P

BLISS, Rebecca T.
Coord., Undergrad. Programs
Georgetown University
Sch. of Business/106 Old North
Washington, DC 20057
Phone: (202) 687-3851
Fax: (202) 687-5209
E-mail: BLISSR@GUNET.GEORGETOWN.EDU
No. 19255 2 S

BLOCK, Gregory S.
Asst Dir, Housing & Res Life
New Mexico State University
Box 3001 Dept 3BB
Las Cruces, NM 88003-0001
Phone: (505) 646-3202
No. 11867 4W P

BLODGETT, Katherine
Director of Student Activities
Hobart & William Smith College
Geneva, NY 14456
Phone: (315) 781-3512
No. 6558 2 A

BLOLAND, Paul A.
27128 Fond du Lac Road
Rancho Palos Verdes, CA 90274
Phone: (310) 377-8223
No. 1325 6 P

BLOOM, Patricia
Dean of Students
Essex Community College
7201 Rossville Blvd
Baltimore, MD 21237
Phone: (410) 780-6327
No. 1061 2 V

BLOYER, Judith A.
Director
Scottsdale Community College
9000 E Chaparral Rd
Scottsdale, AZ 85250
Phone: (602) 423-6513
No. 20409 6 P

BLUE, Kenneth E.
Assoc VP-Multicultural Affairs
Marshall University
400 Hall Greer Blvd.
Huntington, WV 25755
Phone: (304) 696-5430
No. 6338 2 P

BLUM, Phillip D.
Res. Halls - Area Coordinator
Trinity University
715 Stadium Drive #384
San Antonio, TX 78212-7200
Phone: (210) 736-7219
Fax: (210) 736-7251
No. 21836 3 P

BLUMENAUER, Michael
Resident Director
Assumption College
500 Salisbury Street Box 1480A
Worcester, MA 01615
Phone: (508) 752-5615
No. 20960 1 P

BLUMENTHAL, Donald F.
Associate Dean Student Affairs
Quinnipiac College
555 New Road
Hamden, CT 06518
Phone: (203) 281-8772
No. 14165 1 P

BOARDMAN, Greg
Asst. VP for Student Affairs
Tulane University
Suite 215 University Center
New Orleans, LA 70118-5698
Phone: (504) 865-5180
Fax: (504) 865-6769
E-mail: BOARDMAN@MAILHOST.TCS.TULANE.EDU
No. 2900 3 P

BOATNER, Michael T.
Residence Hall Director
Iowa State University
M 222 Knapp
Ames, IA 50013
Phone: (512) 294-4655
E-mail: Traylor@iastate.edu
No. 18324 4E S

BOATRIGHT, Rachel A.
Program Coordinator
University of Nevada-Las Vegas
4505 Maryland Parkway
Las Vegas, NV 89154-2008
Phone: (702) 895-3221
E-mail: RACHEL@ccmail.nevada.edu
No. 11489 5 P

BOBO, Steven D.
Area Coordinator
Elizabethtown College
1189 Elizabethtown College
Elizabethtown, PA 17022
Phone: (717) 361-3705
No. 20932 2 S

BODIE, Phyllis A.
Program Coordinator
Texas Christian University
P.O. Box 32919
Fort Worth, TX 76129
Phone: (817) 921-7926
No. 15950 3 P

BOEGLIN, Randy
Associate Dean of Students
University of New Mexico
La Posada Hall 208
Albuquerque, NM 87131
Phone: (505) 277-8230
No. 4622 4W P

BOEHM, Constance S.
Coord, Natural High Project
Oregon State Univ./NIRSA
850 SW 15th Street
Corvallis, OR 97333 4145
Phone: (503) 737-2088
No. 6851 5 P

BOENISCH, Ed
Dean of Student Services
Laramie Co. Community College
1400 E. College Drive
Cheyenne, WY 82007-3299
Phone: (307) 778-1213
Fax: (307) 777-1350
E-mail: BOENISCH@MAIL.LCC.WHECN.EDU
No. 11351 4W V

BOERSIG, Pam
220 Napolean Road, B11
Bowling Green, OH 43402
Phone: (419) 354-2980
No. 6278 4E S

BOES, Tony
VP - Student Affairs
Central Methodist College
Student Life Office
Fayette, MO 65248
Phone: (816) 248-3391
Fax: (816) 248-2287
E-mail: tboes01@bigcat.missouri.edu
No. 2013 4W V

BOGART, Daniel R.
Director ETS/EOC
Univ. of WY, 314 Knight Hall
Box 3808 University Station
Laramie, WY 82071
Phone: (307) 766-6189
No. 20761 4W P

BOGGS, Bennett G.
Area Director
University of North Carolina
PO Box 806
Chapel Hill, NC 27514
Phone: (919) 962-7602
No. 14312 3 P

BOGO, Roxanne J.
RR#3 Box 376 Linnwood Road
Eighty Four, PA 15330
Phone: (412) 225-9644
No. 20673 2 S

BOHANAN, Wanda
Director of Campus Housing
Bacone College
2299 Old Bacone Road
Muskogee, OK 74403
Phone: (918) 683-4581
No. 20615 4W P

BOISVERT, D.L.
Assoc. Vice-Rector, Services
Concordia University
1455 De Maisonneuve, Montreal
CANADA H3G 1M8
Phone: (514) 848-4867
No. 17920 1 P

BOLAND, Jane
Dean of Students
Edgewood College
855 Woodrow Street
Madison, WI 53711
Phone: (608) 257-4861
No. 6321 4E A

BOLCH, Kambra K.
Research Assistant
Univ. of Texas at Austin
P.O. Box 7849 FAC 248
Austin, TX 78713-7849
Phone: (512) 471-9700
Fax: (512) 471-7833
No. 21795 3 S

BOLEN, Pamela
Director-Student Programming
New York University
566 La Guardia Place
New York, NY 10012
Phone: (212) 998-4901
No. 5440 2 P

BOLGER, Ann Marie
Director of Residential Life
Macalester College
1600 Grand Avenue
Saint Paul, MN 55105
Phone: (612) 696-6060
Fax: (612) 696-6630
No. 11584 4E P

BOLING, Elizabeth
Complex Director
Marietta College
215 Fifth St. P.O. Box P-40
Marietta, OH 45750
Phone: (614) 374-4842
No. 17594 4E P

BOLLING, Anna N.
Asst Dean of Students
University of Kentucky
513 Patterson Office Tower
Lexington, KY 40506 0027
Phone: (606) 257-3754
Fax: (606) 323-1067
E-mail: annabolling@ukwang.uky.edu
No. 12389 3 P

BOLLINGER, Christopher
Residence Manager
University of Charleston
2300 MacCorkle Ave SE
Charleston, WV 25304
Phone: (604) 357-4745
No. 17724 2 P

BOLLINGER, Jacque A.
Area Coordinator
Central Missouri State Univ.
AC Apt. Nattinger Hall
Warrensburg, MO 64093
Phone: (816) 543-4212
Fax: (816) 543-4846
E-mail: Bollinge@CMSUVMB
No. 21516 4W P

BOLTON, Christopher
Assoc. Professor-Gerontology
University of Oregon
Student Affairs
Eugene, OR 97403
Phone: (503) 346-4208
Fax: (503) 346-5811
E-mail: CBOLTON@OREGON.UOREGON.EDU
No. 19789 5 P

BOLTRI, Renee Labaki
Director of Campus Ministry
Gannon University
Campus Ministry
Erie, PA 16541
Phone: (814) 871-7435
No. 13059 2 P

BONACCI, Joseph
Admissions Counselor
Univ. of Pittsburgh-Titusville
McKinney Hall/504 East Main St
Titusville, PA 16354
Phone: (814) 827-4427
Fax: (814) 827-4448
No. 19800 2 A

BONANDO, John
Asst Dean Student Affairs
Slippery Rock University
University Union
Slippery Rock, PA 16057
Phone: (412) 738-2092
No. 17160 2 P

BONANNO, John A.
Assistant to Vice President
Florida International Univ
University Park GC 219
Miami, FL 33199
Phone: (305) 348-2950
No. 7072 3 P

BONAS, Gary
Assoc. Dir-Student Activities
Villanova University
214 Dougherty Hall
Villanova, PA 19085
Phone: (215) 645-4210
No. 7491 2 P

BONAVITA, Andrea A.
Resident Director
Assumption College
500 Salisbury Street Box 1920A
Worcester, MA 01615-0005
Phone: (508) 752-5615
Fax: (508) 756-1780
No. 17128 1 P

BOND, Christine M.
Residence Hall Director
SUNY College -Cortland
PO Box 2000 Residential Srvc
Cortland, NY 13045
Phone: (607) 753-2605
No. 17510 2 P

BONFARDINE, Gretchen
11J South Avenue
Harrisonburg, VA 22801
Phone: (703) 433-3599
No. 21289 3 S

BONFIGLIO, Robert A.
Vice President Student Affairs
Cabrini College
610 King of Prussia Rd
Radnor, PA 19087-3699
Phone: (215) 971-8405
No. 10315 2 V

BONGIOVANNI, Robert
Dean of Student Affairs
Thomas College
West River Road
Waterville, ME 04901
Phone: (207) 873-0771
No. 521 1 V

BONNER, Cynthia P.
Assoc VP Student Services
University of North Carolina
P.O. Box 2688
Chapel Hill, NC 27515-2688
Phone: (919) 962-4555
Fax: (919) 962-0488
No. 2177 3 P

BONNER, Robert
Dean of Students
Carleton College
One North College Street
Northfield, MN 55057
Phone: (507) 663-4248
Fax: (507) 663-4421
E-mail: RBONNER@CARLETON.EDU
No. 4252 4E V

BONSALL, David L.
Dir./Stu. Act. & Ldrshp. Dev.
Northern Michigan University
Student Activities Office
Marquette, MI 49855
Phone: (906) 227-2439
Fax: (906) 227-2346
No. 21664 4E P

BOONE, Charles A.
Area Coordinator
Marshall University
115 Old Main
Huntington, WV 25755
Phone: (304) 696-4017
No. 12877 2 P

BOONE, Chimene
Asst. Dir. of Residence Life
SUNY Coll. of Tech-Farmingdale
R.L.O. Sinclair Hall
Farmingdale, NY 11735
Phone: (516) 420-2272
Fax: (516) 420-2441
No. 21884 2 P

BOONE, J. Ed.
Vice President Student Affairs
Loyalist College
Wallbridge-Loyalist Rd. 4200
Bellville,Ont Canada K8N 5B9
Phone: (613) 969-1913
No. 6712 4E V

BORELLI, Frank L.
Vice Chancellor- Student Aff.
Indiana Univ-Purdue Univ
2101 Coliseum Blvd East
Fort Wayne, IN 46805-1499
Phone: (219) 481-6844
Fax: (219) 481-6880
E-mail: borelli@cvax.IPFW.Indiana.edu
No. 11512 4E V

BORG, Terry E.
Director, Student Services
Univ of WI-Centers Rock County
2909 Kellogg Avenue
Janesville, WI 53546
Phone: (608) 755-2823
E-mail: tborg@uwcmail.uwc
No. 10678 4E P

BORNHEIMER, Deane G.
34 Nassau Avenue
Princeton Junction, NJ 08550
Phone: (609) 799-0196
No. 17780 2 P

BOSARGE, Frederick C.
Dean of Students
Lander University
Greenwood, SC 29649
Phone: (803) 229-8288
No. 9647 3 P

BOSCH, Corlee E.
Exec Secretary/Enroll&Stu Life
Chapman University
333 N. Glassell Street
Orange, CA 92666
Phone: (714) 532-6036
Fax: (714) 997-6713
No. 21385 6 P

BOSCHINI, Vic
Associate Provost
Butler University
4600 Sunset Avenue
Indianapolis, IN 46208
Phone: (317) 283-9381
No. 815 4E V

BOSCO, Pat
Assoc VP/Dean of Student Life
Kansas State University
Room 122 Anderson Hall
Manhattan, KS 66506
Phone: (913) 532-6237
Fax: (913) 532-6108
No. 7562 4W V

BOST, Edward W.
Instructor of Business
Caldwell Community College
Route 6 Box 416
Boone, NC 28607
Phone: (704) 264-5250
No. 14707 3 F

BOSWELL, Susan
Dean of Students
Johns Hopkins University
Dean's Office, Levering Hall
Baltimore, MD 21218-2687
Phone: (410) 516-8208
No. 2878 2 P

BOSWORTH, Lynn L.
Graduate Intern
Boston College
118 McElroy Commons
Chestnut Hill, MA 02167
Phone: (617) 552-0988
No. 20978 1 S

BOUCHER, Marilyn M.
Associate Dean of Students
College of the Holy Cross
Box 13A
Worcester, MA 01610
Phone: (617) 793-2411
No. 4291 1 P

BOUDREAU, Leonce J.
Director of Student Services
John Abbott College
PO Box 2000/Ste Anne Bellevue
Quebec CANADA H9X 3L9
Phone: (514) 457-6610
No. 9272 1 A

BOUKNIGHT, Randall
Vice President-Student Affairs
Lander University
Stanley Avenue
Greenwood, SC 29646
Phone: (803) 229-8240
No. 714 3 V

BOULAIS, Nicole
Stu. Leadership Dev. Coord.
Brigham Young University
422 ELWC
Provo, UT 84057
Phone: (801) 378-7188
No. 21716 5 P

BOULTON, Donald
VC and Dean-Student Affairs
U of No. Carolina-Chapel Hill
101 Steele Bldg CB #5000
Chapel Hill, NC 27514
Phone: (919) 966-4045
Fax: (919) 962-2090
E-mail: DAB@UNC.EDU
No. 1865 3 V

BOVE, Elena M.
Vice President-Student Affairs
Loyola Marymount University
7101 W. 80th Street
Los Angeles, CA 90045-2699
Phone: (310) 338-2885
No. 1841 6 V

BOWDEN, Brian S.
Coordinator/NT Challenge
Univ. of North Texas
P.O. Box 13487
Denton, TX 76203
Phone: (817) 565-2741
Fax: (817) 565-4376
E-mail: bowden@dsa.unt.edu
No. 21477 3 P

BOWE, Tracy D.
24375 La Hermosa
Laguna Niguel, CA 92677
Phone: (714) 495-2630
No. 21499 6 S

BOWEN, JR., Frank H.
Director Auxiliary Services
University of Cincinnati
350 Tangeman Center,M.L. 0159
Cincinnati, OH 45221-0159
Phone: (513) 556-6460
No. 8115 4E P

BOWEN, James
Director
Univ of Northern Colorado
Disabled Student Services
Greeley, CO 80639
Phone: (303) 351-2289
No. 7996 4W P

BOWERS, Pamela J.
Coordinator
Oklahoma State University
201 Whitehurst
Stillwater, OK 74078
Phone: (405) 744-5328
Fax: (405) 744-8871
E-mail: PBOWERS@OKWAY.OKSTATE.EDU
No. 16813 4W P

BOWERS, Renee
152 43rd Street, Second Floor
Pittsburgh, PA 15201
Phone: (412) 349-0858
No. 20389 2 S

BOWERS, Susan D.
Graduate Assistant
Emporia State University
727 State #2
Emporia, KS 66801
Phone: (316) 341-5374
Fax: (316) 341-5073
No. 21082 4W S

BOWIE, Kimberly A
Area Coordinator
Virginia Tech
109 E Eggleston
Blacksburg, VA 24061-0428
Phone: (703) 231-3419
No. 14882 3 P

BOWLING, Thomas
Associate Vice President
Frostburg State University
Student Affairs
Frostburg, MD 21532
Phone: (301) 689-4311
No. 1503 2 P

BOWMAN, Jacqueline
Coord. Office of Womens Prog
University of Illinois
610 E. John St, Rm 2 Std Svcs
Champaign, IL 61820
Phone: (217) 333-3137
No. 18058 4E P

BOWMAN, Kathy L.
Assistant Dean of Student Life
Sam Houston University
PO Box 2237
Huntsville, TX 77341
Phone: (409) 294-1783
No. 19791 3 P

BOWMAN, Robert
Dean of Student Services
Eastern New Mexico University
PO Box 6000
Roswell, NM 88202-6000
Phone: (505) 624-7158
No. 20367 4W P

BOYD, Patti A.
New York University
84 E 7th St. #3
New York, NY 10003
Phone: (212) 998-8144
No. 12831 2 P

BOYE, Janet
VP for Student Services
Concordia College
800 N Columbia Avenue
Seward, NE 68434
Phone: (402) 643-3651
Fax: (402) 643-4073
No. 1825 4W V

BOYER, David E.
Assoc. Dir. Res. Programs
University of Dayton
McGinnis Center/301 Lowes St.
Dayton, OH 45409
Phone: (513) 229-2047
No. 10795 4E P

BOYER, Judith
Associate VP-Student Affairs
Illinois State University
RR 13 84 E
Bloomington, IL 61704
Phone: (309) 438-5451
No. 1312 4E P

BOYKIN, Deb
Director of Residence Life
College of William & Mary
PO Box 8795
Williamsburg, VA 23187-8795
Phone: (804) 221-3178
No. 9176 3 P

BOYLE, Alison Copping
Housing Services Coordinator
Loyola University, Chicago
1134 W. Loyola Ave. Box 01
Chicago, IL 60626
Phone: (312) 508-2157
Fax: (312) 508-3311
No. 17806 4E P

BOYLE, Kate
Asst. Dean of Res. Life
Marquette University
716 N. 11th Street #203
Milwaukee, WI 53233
Phone: (414) 288-7208
Fax: (414) 288-5108
No. 21640 4E P

BOYLE, Robert A.
Residence Hall Director
Central Missouri State Univ.
Yecter-Todd RHD Apt.
Warrensburg, MO 64093
Phone: (816) 543-4263
No. 21812 4W S

BOYLE, Thomas P.
Director-Student Life
Cal State Univ-Fresno
5280 North Jackson
Fresno, CA 93740-0036
Phone: (209) 278-2741
Fax: (209) 278-7786
E-mail: tom_boyle@csufresno.edu
No. 8585 6 P

BRACEWELL, William
Director-Judicial Programs
University of Georgia
210 Academic Building
Athens, GA 30602
Phone: (706) 542-1131
Fax: (706) 542-8225
No. 7114 3 P

BRACEY, Earl
Assistant, Student Services
Western Illinois University
Sherman Hall 315
Macomb, IL 61455
Phone: (309) 298-1900
No. 9689 4E P

BRACHT, Ed
Director of Public Safety
Hofstra University
117 Hofstra University
Hempstead, NY 11750
Phone: (516) 463-6605
No. 930202 2 P

BRACKEN, Pamela
Director of Residence Life
University of Tampa
401 W. Kennedy Blvd, Box 109F
Tampa, FL 33606-1490
Phone: (813) 253-6239
No. 17763 3 P

BRADAC, John P.
Assistant Director
Ithaca College
953 Danby Road
Ithaca, NY 14850-7114
Phone: (607) 277-7057
No. 9820 2 P

BRADBURY, Vonda K.
Director-Student Services
Texas Tech University
Health Sci- 3601 4th St, 3B310
Lubbock, TX 79430
Phone: (806) 743-2302
Fax: (806) 743-3027
E-mail: reGVKB@tthsc4.hsc.ttu.edu
No. 11080 3 P

BRADLEY, Bill
Manager Campus Center
Southern Alberta Inst of Tech
1301-16 Ave. NW, Calgary
Alberta, Canada T2M 0L4
Phone: (403) 284-8457
No. 1799 5 V

BRADLEY, Craig W.
Dean of Students
Kenyon College
Dean of Students Office
Gambier, OH 43022
Phone: (614) 427-5136
E-mail: BRADLEYC@KENYON.E
No. 1732 4E V

BRADLEY, Jama L.
Research Assoc./Stu. Services
University of Tennessee
212 Claxton Education Bldg
Knoxville, TN 37996-3400
Phone: (615) 974-5894
PB140718
No. 19033 3 S

BRADSHAW, Lori
Grad. Asst./Stu. Org. Office
Emporia State University
1200 Commercial, Box 4065
Emporia, KS 66801
Phone: (316) 341-5481
Fax: (316) 341-5844
No. 21438 4W S

BRADY, Bridget L.
9361 E. Canfield Drive
La Habra, CA 90631
Phone: (310) 697-2074
No. 20734 6 S

BRADY, Michael J.
Asst to Dean for Frat/Soror.
St. John's University
Grand Central & Utopia Parkway
Jamaica, NY 11439
Phone: (718) 990-6161
No. 15693 2 P

BRADY, Susan
Vice President Student Affairs
New England College
7 Main Street
Henniker, NH 03242
Phone: (603) 428-2241
No. 2209 1 V

BRAGUE, Kirk A.
Dir of Programs & Activities
Clemson University
Rm. 706 University Union
Clemson, SC 29634-4056
Phone: (803) 656-5827
Fax: (803) 656-5833
No. 4854 3 P

BRAM, Barry J.
116 Hazel Street
Boalsburg, PA 16827
Phone: (814) 863-0694
E-mail: BQB7@oas.psu.edu
No. 2094 2 P

BRANCH, R. Wayne
Dean Student Development
Northern Virginia Comm. Coll.
8333 Little River Turnpike
Annandale, VA 22003-3796
Phone: (703) 323-3382
No. 20292 3 A

BRANDEL, Irvin W.
Acting Dir Couns & Testing Ctr
University of Akron
163 Simmons Hall
Akron, OH 44325-4303
Phone: (216) 972-7802
E-mail: IBrandel@UAkron.edu
No. 21907 4E P

BRANDT, Robert J.
Associate Dean of Students
Ohio Wesleyan University
HWCC 225
Delaware, OH 43015
Phone: (614) 368-3177
No. 21823 4E P

BRANHAM, Pamela S.
Student Activities Director
Illinois College
1101 W. College Avenue
Jacksonville, IL 62650
Phone: (217) 245-3094
No. 20802 4E P

BRANSTROM, Janice M.
Appalachian State University
216 Collett St.
Morgantown, NC 28655
Phone: (704) 433-6039
No. 19979 3 S

BRANT, Jonathan
Executive Vice President
National Interfraternity Conf
3901 W 86th Street, Suite 390
Indianapolis, IN 46268
Phone: (317) 872-1112
No. 5588 4E SMN

BRASSIL, Mary
Acting Dean Student Affairs
Saint Mary's College
174 LeMens Hall
Notre Dame, IN 46556
Phone: (219) 284-4571
Fax: (219) 284-4716
No. 739 4E V

BRATTER, Jenifer L.
Pennsylvania State University
29 McElwain Hall
University Park, PA 16802
No. 20514 2 H

BRAUN, Eric
Graduate Resident Director
University of Denver
1770 S. Williams
Denver, CO 80210-3377
Phone: (303) 871-3345
No. 21040 4W S

BRAUN, Jack
VP of Student Development
Tabor College
400 S. Jefferson
Hillsboro, KS 67063-1799
Phone: (316) 947-3121
No. 2269 4W V

BRAVO-WEBER, Yvette
Assistant Dean/Student Life
New York School of Law
40 Washington Square South
New York, NY 10012-1099
Phone: (212) 998-6188
No. 20323 2 P

BRAZZELL, Johnetta C.
VP for Student Affairs
Spelman College
350 Spelman Lane, SW Box 1577
Atlanta, GA 30314-4399
Phone: (404) 223-1469
Fax: (404) 223-1476
No. 14040 3 P

BRECHIN, Jane
Director of Student Activities
University of Tulsa
600 S. College Avenue, HSC #51
Tulsa, OK 74104
Phone: (918) 631-2327
No. 1260 4W P

BREDEMEIER, Nancy
Director of Student Services
Kent State University
College of Ed- 306 White Hall
Kent, OH 44242
Phone: (216) 672-2536
No. 11008 4E P

BREDEMEIER, Richard
VP Enrollment Mgmt./Stu. Life
Kent State University
225 Michael Schwartz Center
Kent, OH 44242
Phone: (216) 672-4050
No. 1734 4E V

BREEDEN, Chris
Assistant Coordinator
Indiana University
112 Read - Curry
Bloomington, IN 47406
Phone: (812) 857-5660
E-mail: CBREEDEN@UCS.INDIANA.EDU
No. 19154 4E S

BREIER, Christine A.
1506 Red Oak Dr, Apt D
Rolla, MO 65401
Phone: (314) 341-4211
No. 20353 4W P

BREIMHORST, Mark S.
Student Activities Coordinator
University of South Florida
5700 N. Tamiami/New College
Sarasota, FL 34243
Phone: (813) 359-4266
E-mail: markb@sar.usf.edu
No. 19554 3 P

BREINER, Jennifer A.
Grad. Asst.
University of South Carolina
3900 Bentley Drive #1135
Columbia, SC 29210
Phone: (803) 731-9973
Fax: (803) 777-7396
No. 21509 3 S

BREITMANN, Amy C.
5552 Cresthaven #3
Toledo, OH 43614
Phone: (419) 865-0421
No. 21666 4E S

BREITNER, Michael J.
Asst Dir Student Development
Northern State University
1200 S. Jay Street
Aberdeen, SD 57401-7198
Phone: (605) 626-3007
Fax: (605) 626-2952
E-mail: NS08@SDSUMUS.SDSTATE.EDU
No. 12482 4W P

BREND, Renae
Hall Director
University of Arizona
822 E. 5th Street
Tucson, AZ 85719
Phone: (602) 621-1595
Fax: (602) 621-8533
No. 18187 6 P

BRENNAN, Claudia
Associate Dean of Students
National-Louis University
200 S. Naperville Road
Wheaton, IL 60187
Phone: (312) 691-9390
No. 10105 4E P

BRENNEISEN, Mary
University of Pittsburgh
ORL 3990 5th Avenue
Pittsburgh, PA 15213
Phone: (412) 648-5344
No. 20752 2 S

BRESCIANI, Dean L.
Director Residence Life
Univ of Nebraska-Kearney
Conrad Hall -Residential Life
Kearney, NE 68849
Phone: (308) 234-8519
E-mail: Bresciani@Platte.unk.edu
No. 7222 4W P

BREUER, Regina
Area Coordinator - Res. Halls
Arizona State University
SSB #A131 - Residence Life
Tempe, AZ 85287 0212
Phone: (602) 965-1523
No. 14201 6 P

BREWER, Gloria
Associate Dean of Students
SUNY College Oswego
501 Culkin Hall
Oswego, NY 13126
Phone: (315) 341-3676
E-mail: brewer@oswego.oswego.edu
No. 11978 2 P

BREWER, Jerry
Director Student Life
University of South Carolina
Box 85128 Russell House
Columbia, SC 29208
Phone: (803) 777-5782
No. 5795 3 P

BREWER, Maureen
Graduate Assistant
University of Maine
Rm 358/5727 Estabrooke Hall
Orono, ME 04469-5727
Phone: (207) 581-4561
No. 21008 1 S

BREWER, Nancy
Asst to the VP Student Affairs
La Salle University
1900 West Olney Avenue
Philadelphia, PA 19141
Phone: (215) 951-1374
Fax: (215) 951-1734
E-mail: brewer@lasalle.edu
No. 5604 2 P

BREWER, Pamela K.
Assistant Dean of Students
Lafayette College
115 Parinon College Center
Easton, PA 18042
Phone: (215) 250-5337
No. 20357 2 P

BRICKER, Jennifer Faulkner
25 East Orange Street
Shippensburg, PA 17257
Phone: (717) 530-5213
No. 19700 2 S

BRICKHOUSE, Maria
Director Residence Life
Hilbert College
5200 South Park Ave
Hamburg, NY 14075
Phone: (716) 649-7900
No. 20343 2 P

BRIDEAU, Thomas
Director of Residential Life
Albion College
611 E. Porter Street
Albion, MI 49224
Phone: (517) 629-0224
No. 6956 4E P

BRIDGES, Terry
Area Coordinator
University of Houston
1 Cougar Pl.
Houston, TX 77004
Phone: (713) 743-6046
Fax: (713) 743-6014
No. 21282 3 P

BRIDWELL, Margaret W.
Director, Student Health Ctr
Univ of Maryland-College Park
College Park, MD 20742
Phone: (301) 314-8090
No. 12777 2 P

BRIGGS, Channing
3812 SW Dakota
Portland, OR 97221
No. 4616 5 H

BRIGGS, Clifford
Associate Dean of Students
Azusa Pacific University
901 E. Alosta Ave
Azusa, CA 91702
Phone: (818) 812-3028
No. 15106 6 P

BRIGGS, James I.
Vice President-Student Dev
Santa Clara University
Santa Clara, CA 95053
Phone: (408) 554-4583
No. 12625 6 P

BRIGGS, Liza E.
Resident Director
American Univ/Off of Res Life
4400 Massachusetts Ave. NW
Washington, DC 20016
Phone: (202) 885-7700
Fax: (202) 885-1154
No. 17832 2 P

BRIGHTHARP, Carolyn Y.
Resident Instructor
University of South Florida
PO Box 290812
Tampa, FL 33687
Phone: (813) 974-8342
Fax: (813) 974-5152
No. 17186 3 P

BRIGMAN, Leellen
Assoc. VP Student Affairs
Southwest Texas State Univ.
980 J.C. Kellam Bldg.
San Marcos, TX 78666
Phone: (512) 245-2152
Fax: (512) 245-2033
E-mail: LB15@A1.SWT.EDU
No. 21659 3 P

BRIMMER, Diane
Associate Dean of Student Life
Saginaw Valley State Univ.
7400 Bay Road
University Center, MI 48602
Phone: (517) 790-4170
No. 16985 4E P

BRINKLEY, Norman
Dean of Student Affairs
Mississippi Valley State Univ
P.O. Box 1239
Itta Bena, MS 38941
Phone: (601) 254-9041
No. 2433 3 V

BRINKLEY, Stacey
Assistant Dean of Admissions
Shippensburg University
104B Old Main
Shippensburg, PA 17257
Phone: (717) 532-9121
No. 21162 2 P

BRINSON, Kenneth C.
Dean of Student Affairs
Raritan Valley Community College
P.O. Box 3300
Somerville, NJ 08876
Phone: (201) 526-1200
No. 11359 2 A

BRISSETTE, Judith A.
VP - Administration & Planning
Western New England College
1215 Wilbraham Road
Springfield, MA 01119
Phone: (413) 782-1282
No. 1779 1 V

BRISTOL, Joan
Vice President-Student Service
College of New Rochelle
New Rochelle, NY 10801
Phone: (914) 632-5300
No. 1630 2 V

BRITTINGHAM, Diane
Assistant Center Coordinator
University of Oklahoma
1251 Jenkins
Norman, OK 73026
Phone: (405) 325-6266
Fax: (405) 325-0806
No. 21271 4W P

BROADBENT, Maria
Director of Residential Life
Unity College
P.O. Box 315
Unity, ME 04988
Phone: (207) 948-3131
No. 12365 1 A

BROADHEAD, Wendy S.
384 Richmond Avenue Apt. 4
Buffalo, NY 14222
Phone: (716) 882-9743
No. 20717 2 S

BROCKHAUS, Stephanie
19512 12th Avenue N.E.
Seattle, WA 98155
Phone: (206) 362-8036
No. 21801 5 S

BROCKINGTON, Yvonne
Vice President-Student Affairs
Palmer College of Chiropractice
1000 Brady Street
Davenport, IA 52803
Phone: (319) 326-9859
No. 9085 4E A

BROCKINTON, Joe
VP for Student Development
Asbury College
One Macklem Drive
Wilmore, KY 40390
Phone: (606) 858-3511
No. 5512 3 V

BRODERICK, Mark
Director of Student Activities
Loyola College in Maryland
4501 N. Charles St.
Baltimore, MD 21210
Phone: (410) 617-2713
Fax: (410) 617-2124
No. 10940 2 P

BRODEUR, John D.M.
655 North Street
Boulder, CO 80304
Phone: (303) 938-9285
No. 21853 4W S

BRODIE, Jeanais
Associate Director/Housing
U of California-Santa Cruz
Housing Svcs/1156 High Street
Santa Cruz, CA 95064
Phone: (408) 459-2275
Fax: (408) 459-3422
No. 14555 6 P

BRODIE, Robert S.
Director of Student Life
Drake University
7405 Aurora Avenue
Des Moines, IA 50322
Phone: (515) 271-3714
No. 11984 4E P

BRODY, Gerald
Dean of Students
Alfred University
26 North Main Street
Alfred, NY 14802-1232
Phone: (607) 871-2132
No. 1937 2 V

BRODZINSKI, Frederick
Associate Director
Institute for Transport System
The City College, Y-220
New York, NY 10031
Phone: (212) 650-8050
E-mail: CEFRB@CCNYVME
No. 16072 2 A

BROOKMAN, Marilyn
College Dean
Kaskaskia College
27210 College Rd
Centralia, IL 62801
Phone: (618) 532-1981
No. 6400 4E V

BROOKS, Carolyn J.
Dean of Students
Clinch Valley College
C.V.C./Univ. of Virginia
Wise, VA 24293
Phone: (703) 328-0217
No. 2507 3 V

BROOKS, Christine
Dir, Institutional Research
Bowdoin College
Hawthorne-Longfellow Hall
Brunswick, ME 04011
Phone: (207) 725-3797
No. 21165 1 P

BROOKS, Karl
Residence Hall Director
Drake University
1215 30th Street
Des Moines, IA 50311
Phone: (315) 271-2971
No. 20351 4E P

BROOKS, Michael A.
Executive Dir Student Develop
Southern Nazerene University
6729 NW 39th St Expressway
Bethany, OK 73008
Phone: (405) 491-6336
No. 17120 4W A

BROOKS, Thomas W.
Grad. Asst. for Stu. Organiza.
St. Mary's University
Box 77
San Antonio, TX 78228
Phone: (505) 646-1917
No. 17691 3 S

BROOKS, Timothy F.
Asst. VP & Dean of Students
University of Delaware
218 Hullihen Hall
Newark, DE 19716
Phone: (302) 831-8939
Fax: (301) 831-8191
E-mail: timothy.brooks@mvs.udel.edu
No. 1796 2 P

BROOM, Willard
Associate Dean Of Students
University of Illinois
610 E. John Street, Room 300
Champaign, IL 61820
Phone: (217) 333-5178
No. 2354 4E P

BROSSOIT, Lee A.
Director of Residence Life
Salem State College
PO Box 8711
Salem, MA 01971
Phone: (508) 741-6416
No. 12362 1 A

BROUGHTON, Elizabeth
Assistant Dean
University of Florida
P202 Peabody Hall
Gainesville, FL 32611-2058
Phone: (904) 392-1261
No. 8955 3 P

BROWER, Dana
Program Coordinator
Central Missouri State Univ.
131 Fitzgerald Hall
Warrensburg, MO 64093
Phone: (816) 543-1438
No. 21361 4W S

BROWER, Gerriann
Director of Academic Advising
Walden University
155 South 5th Ave
Minneapolis, MN 55401
Phone: (612) 338-7224
No. 20319 4E A

BROWN, Anthony
Director
University of Wisconsin Parkside
WLLC D182; 900 Wood Road
Kenosha, WI 53141-2000
Phone: (414) 595-2540
Fax: (414) 595-2630
E-mail: brown@CS.UWP.EDU
No. 21205 4E P

BROWN, Bernard
Assoc Provost -Student Affairs
Worcester Polytech Institute
100 Institute Road
Worcester, MA 01609
Phone: (508) 831-5060
No. 6303 1 V

BROWN, Charles
Assoc VP for Student Affairs
University of Alabama
Box 870116
Tuscaloosa, AL 35487-0136
Phone: (205) 348-6681
No. 12412 3 P

BROWN, David H.
Associate Dean of Student Life
Vassar College
Vassar College, Raymond Ave.
Poughkeepsie, NY 12601
Phone: (914) 437-5315
Fax: (914) 437-7187
No. 20731 2 A

BROWN, Donald E.
Dean of Student Services
Hartwick College
Dewar Hall
Oneonta, NY 13820
Phone: (607) 431-4500
No. 10634 2 A

BROWN, Dorothy
Coordinator of Greek Affairs
Rochester Inst of Technology
1 Lomb Memorial Dr.,POBox 9887
Rochester, NY 14623-0887
Phone: (716) 475-6171
No. 15136 2 P

BROWN, Douglas R.
Acting VC for Bus. & Stu. Svs.
Univ. of NC - Greensboro
1000 Spring Garden Road
Greensboro, NC 27412-5001
Phone: (910) 334-3620
Fax: (910) 334-5567
No. 21706 3 P

BROWN, Eleanor
Dean of Student Development
Mt. Hood Community College
26000 S.E. Stark
Gresham, OR 97030
Phone: (503) 667-7316
No. 12891 5 A

BROWN, Elizabeth N.
Dean of Student Services
Penn Valley Community College
3201 SW Trafficway
Kansas City, MO 64111
Phone: (816) 759-4114
No. 21975 4W A

BROWN, Gilbert
Acting Dir. of Residence Life
Indiana-Purdue U.-Indianapolis
Ball Res. 134, 1226 W. Mich.St
Indianapolis, IN 46202-5180
Phone: (317) 274-7457
No. 18726 4E P

BROWN, Gregory S.
Director Student Services
Univ. Wisconsin-Marathon Ctr
518 South Seventh Ave
Wausau, WI 54401
Phone: (715) 845-9602
No. 20223 4E P

BROWN, Hoyt W.
Dir. First Year Programs
Miami University of Ohio
227 Warfield Hall
Oxford, OH 45056
Phone: (513) 529-4000
No. 12055 4E P

BROWN, Hugh H.
Assistant Director
James Madison University
Alumnae Hall, Rm 102
Harrisonburg, VA 22807
Phone: (703) 568-6671
No. 15316 3 P

BROWN, James R.
15 Reed Road #117
Geneva, NY 14456-2026
Phone: (315) 781-6382
No. 19908 2 S

BROWN, JoAnn D.
Complex Director
Holy Cross College
1 College Street Box 13A
Worcester, MA 01610
Phone: (508) 793-2411
No. 12897 1 P

BROWN, Jonathan L.
Pathways Grad. Asst.
Seattle Univ./Pathways Office
Broadway & Madison
Seattle, WA 98122-4460
Phone: (206) 296-2525
Fax: (206) 296-2545
No. 21472 5 S

BROWN, Larry H.
Dean of Student Support Svs.
Walters State Community College
500 S. Davy Crockett Pkwy
Morristown, TN 37813-6899
Phone: (615) 585-6800
No. 15282 3 V

BROWN, Linda E.
Assistant Dean of Students
Clark University
950 Main Street
Worcester, MA 01610-1477
Phone: (508) 793-7549
No. 14830 1 P

BROWN, Louise
Vice President-Student Affairs
Cameron University
2800 W. Gore Blvd
Lawton, OK 73505
Phone: (405) 581-2244
No. 616 4W V

BROWN, Margo
Assistant to Vice President
Northwestern University
601 University Pl. Room 36
Evanston, IL 60208
Phone: (708) 491-7430
E-mail: marbrown%merle.ACNS.NWU.edu
No. 14183 4E P

BROWN, Martha C.
NPC Delegate
Delta Gamma Fraternity
3821 Colgate
Dallas, TX 75225
Phone: (214) 363-4926
Fax: (214) 739-2083
No. 10117 3 SMN

BROWN, Patricia W.
Dir., Center for Student Life
Calif. State Univ.-Los Angeles
5151 State University Drive
Los Angeles, CA 90032
Phone: (213) 343-3100
Fax: (310) 343-6449
No. 20642 6 P

BROWN, Patrick
Director-Student Activities
University of Vermont
Billings Center
Burlington, VT 05405
Phone: (802) 656-3380
No. 901 1 P

BROWN, Robert D.
Professor
Univ of Nebraska-Lincoln
1304 Seaton Hall
Lincoln, NE 68588-0641
Phone: (402) 472-2224
No. 11324 4W P

BROWN, Robin Holleman
Graduate Student
Appalachian State University
P.O. Box 14511
Boone, NC 28608
Phone: (704) 963-5524
No. 18622 3 S

BROWN, Scott C.
Area Director
Dartmouth College
HB 6112
Hanover, NH 03755
Phone: (603) 646-3040
No. 15591 1 P

BROWN, Shannon
11228 Patrick Circle
Omaha, NE 68164
Phone: (412) 493-3953
No. 21083 4W S

BROWN, Sharon A.
Assistant Dean of Students
Lehigh University
University Center Room 212
Bethlehem, PA 18015
Phone: (215) 758-4152
Fax: (215) 758-6132
No. 12022 2 P

BROWN, Stephen
Dean Student Affairs
Jamestown Community College
525 Falconer
Jamestown, NY 14701
Phone: (716) 665-5220
No. 20388 2 A

BROWN, Stuart
Asst to the Dean of Students
Univ. of Connecticut-Waterbury
32 Hillside Ave
Waterbury, CT 06710
Phone: (203) 596-4080
Fax: (203) 596-4104
E-mail: WTBADM3@UCONN.EDU
No. 4567 1 P

BROWN, Suzanne
Associate Vice Chancellor
State System of Higher Education
Box 809, 301 Market Street
Harrisburg, PA 17108
Phone: (717) 783-4604
No. 2938 2 A

BROWN, Valarie
Residence Life Coordinator
Cal State Univ-Los Angeles
5600 Paseo Rancho Castilla
Los Angeles, CA 90032-8647
Phone: (213) 343-4811
No. 16003 6 P

BROWN, Wayne E.
Director Student Services
Washington State U- Vancouver
1812 McLoughlin Blvd
Vancouver, WA 98663
Phone: (509) 758-4648
No. 9738 5 P

BROWN, Wilfred E.
Director-Housing & Res Svcs
U of California-Santa Barbara
Santa Barbara, CA 93106
Phone: (805) 893-4155
No. 1645 6 P

BRUCE, Kathryn Gotko
Student Affairs Advisor
Univ. of GA/210 Academic Bldg.
Office of Judicial Programs
Athens, GA 30602
Phone: (706) 542-1131
No. 21958 3 P

BRUGH, Larry
Asst Dean of Student Services
Mount Aloysius College
One College Drive
Cresson, PA 16630
Phone: (814) 886-4131
No. 15893 2 P

BRUMMEL, Scott A.
Residence Hall Director
Elmhurst College
190 Prospect Avenue, Box 301
Elmhurst, IL 60126
Phone: (708) 617-3322
Fax: (708) 617-3393
No. 21630 4E P

BRUNE, Meaghan
Assistant Director of Housing
University of Florida
Broward Area Office
Gainesville, FL 32612
Phone: (904) 392-6051
No. 15323 3 P

BRUNGARDT, Dan
5618 SW 18th Street
Topeka, KS 66604
Phone: (913) 272-7901
No. 21986 4W S

BRUNNER, Robert
Director - Career Planning
Cal State Univ-Los Angeles
5151 State University Drive
Los Angeles, CA 90032
Phone: (213) 343-3280
No. 20683 6 P

BRUNO, Anne
Director of Student Life
Notre Dame College
4545 College Rd
Cleveland, OH 44121
Phone: (216) 381-1680
No. 15429 4E P

BRUNO, Gayle
826 Shroyer Road Apt. A
Dayton, OH 45419
Phone: (513) 294-8269
No. 19405 4E S

BRYAN, James T.
Vice President-Student Affairs
University of Scranton
Monroe & Linden
Scranton, PA 18510-4655
Phone: (717) 941-7680
Fax: (717) 941-6369
E-mail: bryanjl@uofs.edu
No. 575 2 V

BRYAN, William
Vice Chancellor-Student Affairs
U of No. Carolina-Wilmington
601 S.College Road
Wilmington, NC 28403-3297
Phone: (919) 395-3117
No. 1599 3 A

BRYANT, Claretha
Asst. Dir, Health Services
SIU at Edwardsville
Campus Box 1055
Edwardsville, IL 62026-1055
Phone: (618) 692-2850
No. 11098 4E P

BRYANT, Judith A.
Assistant Dean of Students
Georgia State University
University Plaza, PE 245
Atlanta, GA 30303
Phone: (404) 651-3440
No. 11644 3 P

BRYANT, Kimberly Ann
Housing Assistant
University of Mississippi
Miller Hall
University, MS 38677
Phone: (601) 232-7327
Fax: (601) 232-7773
No. 21551 3 P

BRYANT, Leo A.
VC for Student Services
Purdue University
Hammond, IN 46323-2094
Phone: (219) 989-2367
No. 8346 4E V

BRYANT, Mark Alan
2001 Old St. Augustine Rd F104
Tallahassee, FL 32301
Phone: (904) 671-3156
No. 21063 3 S

BRYANT, Melissa
University of Georgia
Payne Hall GR Apt.
Athens, GA 30609
Phone: (706) 208-8816
No. 20634 3 S

BRYANT, Wilbert
Vice President Student Affairs
Virginia Union University
1500 North Lombardy Street
Richmond, VA 23220
Phone: (804) 251-5877
No. 21197 3 A

BRYDEN, Bruce
Dean of Student Services
Northeastern Junior College
College Drive
Sterling, CO 80751
Phone: (303) 522-6600
No. 12825 4W A

BUCCI, Frank A.
Higher Ed Program Coordinator
Kutztown University
Graduate Studies; Box 730
Kutztown, PA 19530-0730
Phone: (215) 683-4223
No. 18483 2 P

BUCHANAN, Debra A.
Associate Dean Student Affairs
Mississippi Valley State Univ.
Box 117, 14000 Hwy 82 West
Itta Benna, MS 38941-1400
Phone: (601) 254-9041
No. 21134 3 P

BUCHANAN, Jennifer N.
Asst. Dean of Students
Florida State University
329 Bryan Hall R-52
Tallahassee, FL 32306-2009
Phone: (904) 644-2428
No. 19156 3 P

BUCHANAN, Joe
Dean-Campus & Community Svcs.
Tidewater Community College
College Crescent
Virginia Beach, VA 23456
Phone: (804) 427-7244
No. 1079 3 V

BUCHANAN, Rollie O.
Residence Hall Director
Univ of Wisconsin-River Falls
209 E. Hathorn Hall - Res Life
River Falls, WI 54022-5001
Phone: (715) 425-3255
Fax: (715) 425-0620
E-mail: Rollie.O.Buchanan@uwrf.edu
No. 18490 4E P

BUCK, Charles W.
Assoc VP-Student Services
Cal State Univ-Fullerton
LH-810
Fullerton, CA 92634
Phone: (714) 773-3221
No. 8518 6 P

BUCK, Joe
Vice President-Student Affairs
Armstrong State College
Student Affairs Office
Savannah, GA 31419
Phone: (912) 927-5271
Fax: (912) 921-5497
E-mail: Student_Affairs@Mailgate.Armstrong.
No. 2021 3 V

BUCK, Roland E.
Vice President-Student Affairs
University of North Florida
4567 St. Johns Bluff Road So.
Jacksonville, FL 32216
Phone: (904) 646-2600
E-mail: RBUCK@UNF1VM
No. 2043 3 V

BUCKINGHAM, David
Vice President-Student Affairs
Virginia Wesleyan College
Wesleyan Drive
Norfolk, VA 23502-5599
Phone: (804) 455-3212
No. 526 3 V

BUCKINGHAM, Mary Jo
Director of Student Life
Mukogawa Ft. Wright Institute
4000 West Randolph Road
Spokane, WA 99204
Phone: (509) 528-2971
No. 20612 5 A

BUCKLEE, Joanne
Dean
Red Deer College
Box 5005
Red Deer AB Canada T4N 5H5
Phone: (403) 342-3123
No. 18517 5 A

BUCKLIN, Jennifer J.
Student Life Associate
SUNY Buffalo
Suite 150 Student Union
Buffalo, NY 14260-2100
Phone: (716) 645-6125
No. 19099 2 S

BUCKNER, Don
Assoc VP for Student Affairs
Northern Illinois University
105 Lowden, NIU
De Kalb, IL 60115
Phone: (815) 753-6102
No. 1612 4E P

BUFORD, Carmen
Assoc Dean for Student Affairs
University of New Hampshire
208 Huddleston Hall-73 Main St
Durham, NH 03824
Phone: (603) 862-3683
No. 11456 1 P

BUGENHAGEN, Marilyn J.
Director, Student Involvement
2931 South 58th
Lincoln, NE 68506
Phone: (402) 472-2454
Fax: (402) 472-8140
No. 12612 4W P

BUJACK, Susan M.
Acting Dean of Students
Olivet College
Mott 205
Olivet, MI 49076
Phone: (616) 749-7612
No. 20318 4E P

BULISCO, Gerald L.
Asst. Dean of Students
University of North Dakota
P.O. Box 9040
Grand Forks, ND 58202-9040
Phone: (701) 777-2664
Fax: (701) 777-2415
No. 21566 4W P

BULLARD, Dale
Asst Dean for Student Affairs
University of South Carolina
200 Miller Road
Sumter, SC 29150
Phone: (803) 775-6341
Fax: (803) 775-2180
E-mail: DALEB@USCSUMTER.USCSU.SCAROLINA.EDU
No. 13045 3 V

BULLING, Dan
P.O. Box 4784
Lincoln, NE 68504
Phone: (402) 438-3968
No. 17136 4W P

BULLOCH, Mayo
Dir., Ed. Support Services
Case Western Reserve Univ.
10900 Euclid Avenue
Cleveland, OH 44106-7062
Phone: (216) 368-5230
Fax: (216) 368-8826
E-mail: mxb14@po.cwru.edu
No. 21632 4E P

BULLOCK, Byron S.
Asst to Assoc VP Stu Affs
James Madison University
Box 3504 Ctr - JMU
Harrisonburg, VA 22807
Phone: (703) 568-6636
No. 18979 3 P

BUMBA, Russ
Dean of Student Services
Kutztown University
255 Student Union Building
Kutztown, PA 19530
Phone: (610) 683-4087
E-mail: BUMBA@ACAD.C5V.Kutztown.edu
No. 1405 2 P

BUMGARNER, Kenneth E.
Assoc.VP & Dean-Student Serv.
George Mason University
Fairfax, VA 22030
Phone: (703) 993-2884
Fax: (703) 993-2893
No. 1688 3 V

BUMP, Teri
Assistant Area Director
Boston University
518 Park Drive, ORL
Boston, MA 02215
Phone: (617) 353-2102
No. 17270 1 P

BUMPUS, Felecia B.
Coord. of Intercultural Progr.
Oakland University
49 Oakland Center
Rochester, MI 48309-4403
Phone: (810) 370-2020
No. 14001 4E P

BUNDROCK, Loraine
Director Student Services
Flathead Valley Comm College
777 Grandview Dr
Kalispell, MT 59901
Phone: (406) 756-3844
No. 18913 5 A

BUNKER, Susan E.
Executive Director, Caltech Y
Calif. Institute of Technology
218-51
Pasadena, CA 91125
Phone: (818) 395-6163
Fax: (818) 795-9725
No. 10411 6 P

BUNTICH, Paul
Dean of Student Affairs
Nazareth College
4245 East Avenue
Rochester, NY 14618
Phone: (716) 586-2525
No. 8277 2 A

BURBANK, Barry
Student Union Business Mgr.
Boise State University
1910 University Drive
Boise, ID 83725
Phone: (208) 385-3892
Fax: (208) 385-1391
E-mail: bburbank@claven.idbsu.edu
No. 21984 5 P

BURCHARD, Fave C.
Dean of Students
Columbia College
1001 Rogers
Columbia, MO 65216
Phone: (314) 875-7400
No. 9891 4W V

BURCHELL, Michael J.
Residence Director
Univ. of Mass. at Amherst
P.O. Box 2061
Amherst, MA 01004
Phone: (413) 545-0621
E-mail: BURCHELL@HOUSING.UMASS.EDU
No. 14194 1 P

BURD, Paul E.
Acting Vice President
California University of PA
Student Development & Services
California, PA 15419
Phone: (412) 938-4439
No. 7850 2 V

BURDINE, Frank H.
VP for Personnel & Stud. Svcs.
Robert Morris College
Narrows Run Road
Coraopolis, PA 15108
Phone: (412) 262-8311
Fax: (412) 262-5958
No. 20468 2 P

BURFORD, Denise
Resident Director
Biola University
13800 Biola Avenue Box 1883
La Mirada, CA 90639
Phone: (310) 903-6790
Fax: (310) 903-4748
E-mail: DENISE_BURFORD@PETER.BIOLA.EDU
No. 21629 6 P

BURGESS, Barbara
Dean of Student Services
Lamar University- Orange
410 Front Street
Orange, TX 77630
Phone: (409) 883-7750
No. 14426 3 V

BURGESS, Charlotte
Dean of Student Life
University of Redlands
1200 E. Colton Ave. Box 3080
Redlands, CA 92373-0999
Phone: (909) 335-4053
Fax: (909) 335-4091
No. 474 6 V

BURGESS-BOYD, Merry L.
VP & Dean Student Development
Mars Hill College
Student Development Office
Mars Hill, NC 28754
Phone: (704) 689-1121
No. 581 3 V

BURGESS-WHITMAN, Nancy A.
Asst Director Residential Ed
Rochester Inst of Technology
PO Box 9887 1 Lomb Memorial Dr
Rochester, NY 14623 0887
Phone: (716) 475-6780
No. 8281 2 P

BURGETT, Paul J.
Vice President-Student Affairs
University of Rochester
500 Wilson Commons
Rochester, NY 14627
Phone: (716) 275-1616
No. 1951 2 V

BURK, Debbie L.
1463 Walnut Ave
Walnut Creek, CA 94548
Phone: (510) 946-1192
No. 20162 6 S

BURKE, Joni K.
Greek Advisor
University of Louisville
Student Activity Ctr Adm
Louisville, KY 40292
Phone: (502) 852-0316
Fax: (502) 852-7332
No. 9388 3 P

BURKE, Joseph A.
Director-Residence Life
Ohio University
050 Chubb Hall
Athens, OH 45701
Phone: (614) 593-4095
No. 235 4E P

BURKE, Robert
Acting Dean of Student Affairs
So. Dakota State University
Administration Bldg. Rm. 318
Brookings, SD 57007
Phone: (605) 688-4493
No. 1003 4W V

BURKE, Thomas
Vice President-Student Affairs
University of San Diego
5998 Alcala Park
San Diego, CA 92110
Phone: (619) 260-4588
No. 182 6 V

BURKE, Thomas H.
Assoc Director of Student Life
University of Alabama
Box 870292
Tuscaloosa, AL 35487
Phone: (205) 348-6515
No. 11389 3 P

BURKHALTER, Timothy Reed
Univ. of NC - Charlotte
220 Oak Hall
Charlotte, NC 28223
No. 20520 3 H

BURKHART, Joe
Dir. Stu. Financial Assistance
Loyola University Chicago
6525 N. Sheridan
Chicago, IL 60626
Phone: (312) 508-3164
Fax: (312) 508-3397
E-mail: LFA00@LUCCPUA.BITNET
No. 21750 4E P

BURLINGAME, Philip
Dean of Students
SUNY Institute Tech Utica/Rome
PO Box 3050
Utica, NY 13504-3050
Phone: (315) 792-7505
Fax: (315) 792-7112
E-mail: SPJB2@SUNYIT.EDU
No. 20151 2 V

BURNETT, Dana D.
VP Stu. Svs./Dean of Students
Old Dominion University
Rm 102 Old Administration Bldg
Norfolk, VA 23529-0058
Phone: (804) 683-3442
Fax: (804) 683-5715
E-mail: DDB100U@ODUVM.CC.ODU.EDU
No. 1950 3 V

BURNETT, Marc L.
Vice President/Student Service
Tennessee Technological Univ
Campus Box 5027
Cookeville, TN 38505
Phone: (615) 372-3411
No. 20335 3 A

BURNETT, Sarah A.
Dean of Students
Rice University
PO Box 1892
Houston, TX 77251
Phone: (713) 527-4997
E-mail: VPSA@ricevm1.rice.edu
No. 14536 3 P

BURNS, Kathleen C.
P.O. Box 594
Ashland, VA 23005
Phone: (804) 752-8800
No. 19338 3 P

BURNS, Linda Oldham
2000 E. Roger Rd. E44
Tucson, AZ 85719
Phone: (602) 326-2717
No. 21322 6 S

BURNS, Mary Carroll
501 Blairstone Road #3203
Tallahassee, FL 32301
Phone: (904) 878-5446
No. 20679 3 S

BURNS, Matthew
Assoc. Director-Housing Srvcs.
University of Hartford
200 Bloomfield Avenue
West Hartford, CT 06117
Phone: (203) 768-7904
No. 11393 1 P

BURRELL, JR., Stephen F.
8415 Bucklake Road
Tallahassee, FL 32311
Phone: (904) 878-7072
No. 21537 3 S

BURSACK, Bruce A.
AVP for Stu. Svs. & Registrar
University of Louisville
Houchens - 160
Louisville, KY 40292-0001
Phone: (502) 852-6528
Fax: (502) 852-6526
E-mail: baburs01@ulkyvm.louisville.edu
No. 14664 3 P

BURT, Daniel S.
Associate Dean of the College
Wesleyan College
Dean's Office
Middletown, CT 06549
Phone: (203) 347-9411
No. 14981 1 P

BURTON, Albert
Manager, Student Act. Ctr.
University of Louisville
SAC W301
Louisville, KY 40292
Phone: (502) 852-6691
No. 14769 3 P

BURTON, Gene H.
Dean Student Development
Queens College
1900 Selwyn Avenue
Charlotte, NC 28274
Phone: (704) 337-2226
No. 11377 3 A

BURTON, Timothy M.
Asst Dir/Resid. Life & Housing
Wake Forest University
Post Office Box 7749
Winston-Salem, NC 27109
Phone: (910) 759-5663
E-mail: burton@ac.wfunet.wfu.edu
No. 14911 3 P

BUSBY, Chuck
Coord Student Support Services
Southwest Missouri State Univ.
901 South National Avenue
Springfield, MO 65804-0094
Phone: (417) 836-5527
Fax: (417) 836-4134
E-mail: CMB290T@SMSVMA
No. 20763 4W P

BUSCH, Kathleen M.
Director Residence Life
Centenary College
400 Jefferson Street
Hackettstown, NJ 07840
Phone: (908) 852-1400
No. 20289 2 P

BUSH, Carla
St. Louis University
3658 W. Pine Apt. 409
St. Louis, MO 63108
No. 20536 4W H

BUSH, David R.
Asst to VP for Student Affairs
University of San Francisco
UC 301/2130 Fulton St
San Francisco, CA 94117-1080
Phone: (415) 666-2156
No. 5935 6 P

BUSH, L. Jane
Dir-International Student Aff.
Fairleigh Dickinson University
1000 River Road
Teaneck, NJ 07666
Phone: (201) 692-2743
No. 12150 2 P

BUSH, V. Barbara
Dean of Students
Scripps College
1030 Columbia Avenue
Claremont, CA 91711
Phone: (909) 621-8277
Fax: (909) 621-8323
E-mail: bbush@grover.claremont.edu
No. 2685 6 V

BUSS, D'vee
Dir., Undergraduate Programs
Univ. of Nebraska-Lincoln
P.O. Box 880405
Lincoln, NE 68588-0405
Phone: (402) 472-6720
Fax: (402) 472-7950
No. 21991 4W P

BUTLER, David G.
Director, Housing & Res. Life
University of Delaware
5 Courtney Street
Newark, DE 19716
Phone: (302) 831-6573
E-mail: Dbutler@mus.udel.
No. 1783 2 P

BUTLER, Edward R.
Assoc. Professor & Coordinator
Emporia State University
1200 N. Commercial Box 4036
Emporia, KS 66801
Phone: (316) 341-5793
No. 14113 4W P

BUTLER, Fay M.
Acting Dir. of Admissions
Sophie Davis Sch. of Bio. Ed.
138th St. & Convent Ave.
New York, NY 10031
Phone: (212) 650-7706
Fax: (212) 650-7708
No. 21874 2 A

BUTLER, Homer
Dean of Student Services
Sangamon State University
F-23, Shepherd Road
Springfield, IL 62794-9243
Phone: (217) 786-6581
No. 2682 4E V

BUTLER, Laura A.
Area Coordinator for Res Life
Whittier College
PO Box 634
Whittier, CA 90608
Phone: (310) 907-4810
Fax: (310) 698-4067
No. 19413 6 P

BUTLER, Ronald A.
Resident Director
U of California-Los Angeles
801 Hilgard Ave
Los Angeles, CA 90024
Phone: (310) 825-2391
No. 12379 6 P

BUTLER, Sherry Y.W.
Coordinator-Student Activities
Bryn Mawr College
101 Merion Avenue CC
Bryn Mawr, PA 19010
Phone: (215) 526-7332
No. 19292 2 A

BUTLER, Steven V.
Vice President Student Affairs
Peru State College
Peru, NE 68421
Phone: (402) 872-3815
Fax: (402) 872-2375
No. 17086 4W V

BUTLER, William
Vice President-Student Affairs
University of Miami
P.O. Box 248193
Coral Gables, FL 33124
Phone: (305) 284-4922
No. 705 3 V

BUTTERBAUGH, Randy R.
Director Student Development
Medical College of Georgia
DA-211
Augusta, GA 30912-7300
Phone: (706) 721-3186
No. 21192 3 P

BUTTS, Matthew T.
Program Officer
Kent State University
226 Kent Student Center
Kent, OH 44242
Phone: (216) 672-2480
No. 20774 4E P

BUTWELL, Ruth
Dean of Student Life
Berea College
CPO 2323
Berea, KY 40404
Phone: (606) 986-9341
No. 631 3 V

BUXTON, Carolyn L.
Assoc. Dean of Students
The College of Wooster
Galpin Hall
Wooster, OH 44691
Phone: (216) 263-2545
Fax: (216) 263-2594
E-mail: CBuxton@ACS.Wooster.Edu
No. 21264 4E P

BUZZARD, Marvin
Dean of Students
Haskell Indian Junior College
155 Indian Ave #1283
Lawrence, KS 66046-4800
Phone: (918) 749-8460
No. 2204 4W V

BYERLY, Beth E.
Assistant Director, C.A.R.E.
University of Hawaii-Manoa
2445 Campus Rd, Hemenway 220
Honolulu, HI 96822
Phone: (808) 956-4849
Fax: (808) 956-9421
E-mail: byerly@uhunix.uhcc.hawaii.edu
No. 19971 6 P

BYERLY, Harry
Asst Dir - Leadership Programs
University of Hawaii at Manoa
CC208, 2465 Campus Road
Honolulu, HI 96822
Phone: (808) 956-8178
No. 14868 6 P

BYERLY, Thomas J.
Training Consultant
Univ. of Northern Colorado
3632 Yale Drive
Longmont, CO 80503-2139
Phone: (303) 351-1385
No. 14788 4W S

BYNUM, Lesley L.
Dean of Student Life
Savannah College-Art & Design
201 W. Charlton
Savannah, GA 31401
Phone: (912) 238-2470
No. 12583 3 V

BYNUM, JR., William B.
Assoc. Dean-Student Services
Clark Atlanta University
J.P. Brawley at Fair St., SW
Atlanta, GA 30314
Phone: (404) 880-6119
Fax: (404) 880-8737
No. 21766 3 P

BYRNE, Denny
Director of Recreation Sports
College of William & Mary
223 Student Recreation Center
Williamsburg, VA 23187-8795
Phone: (804) 221-3312
Fax: (804) 221-1773
No. 18881 3 P

C

CABALLERO, Braulic
Vice President-Student Svcs
Upper Iowa University
605 Washington
Fayette, IA 52142-1857
Phone: (319) 425-5214
Fax: (319) 425-5271
No. 10120 4E A

CABELLO, Robert
Vice President-Student Svcs
Delta College
University Center, MI 48710
Phone: (517) 686-9339
No. 1357 4E A

CABLE, JR, Arthur W.
Dean of Students
Spring Hill College
4200 Dauphin Street
Mobile, AL 36608
Phone: (205) 460-2345
No. 18115 3 A

CACCIA, Stephen
Dean of Students
New Hampshire Tech. Institute
11 Institute Dr.
Concord, NH 03301
Phone: (603) 225-1860
No. 9937 1 V

CACCIAPAGLIA, Lisa M.
Area Coordinator
VA Polytech & State Univ
109 East Eggleston Hall
Blacksburg, VA 24061-0428
Phone: (703) 231-5088
Fax: (703) 231-5041
No. 15253 3 P

CAGE, Chris
Senior Editor
Chronicle of Higher Education
1255 23rd Street, NW
Washington, DC 20037
Phone: (202) 466-1094
No. 12623 2 H

CAGENELLO, Scott A.
Assistant Dean
Columbia Business School
219 Uris Hall
New York, NY 10025
Phone: (212) 854-8199
No. 12771 2 S

CAGLE, C. Anthony
Provost for Student Services
Tulsa Junior College
6111 E. Skelly Dr.
Tulsa, OK 74135
Phone: (918) 631-7881
No. 1387 4W V

CAHILL, Stanley
Vice President Student Life
Salem State College
224 Mier Hall
Salem, MA 01970
Phone: (508) 741-6401
No. 10691 1 A

CAIN, Harold J.
University of South Alabama
301 Syracuse
Mobile, AL 36608
Phone: (205) 344-4361
No. 21831 3 S

CALAMITA, Joseph J.
Director of Res. Life
Alvernia College
400 St. Bernardine St. Box 203
Reading, PA 19607
Phone: (215) 796-8320
No. 21779 2 A

CALANDRELLA, Drew
Assoc Dean-Student Affairs
Sonoma State University
1801 East Cotati Avenue
Rohnert Park, CA 94928
Phone: (707) 664-4131
E-mail: Drew.Calandrella@Sonoma.Edu
No. 11305 6 P

CALDERON, Connie
Asst. Dean, Graduate Studies
California Institute of Tech.
Graduate Office 02-31
Pasadena, CA 91125
Phone: (818) 395-3813
Fax: (818) 577-9246
E-mail: Calderon@romeo.caltech.edu
No. 21095 6 P

CALDWELL, David A.
RR 1 Box 43
Mondamin, IA 51557-9715
Phone: (618) 453-2721
No. 20346 4E P

CALDWELL, James F.
Vice President Student Service
Rogers State College
Will Rogers and College Hill
Claremore, OK 74017-2099
Phone: (918) 341-7510
No. 17590 4W V

CALDWELL, Steve
Associate Dean
Vanderbilt University
Box 1677 Station B
Nashville, TN 37235
Phone: (615) 322-2591
No. 344 3 P

CALHOUN III, Lonnie
African American Advisor
Olivet College
Mott Bldg. 205
Olivet, MI 49076
Phone: (616) 749-7613
No. 21803 4E P

CALIGIURI, Lou Anne
Dean of Student Affairs
Chatham College
Woodland Road
Pittsburgh, PA 15232
Phone: (412) 365-1286
No. 1135 2 V

CALKINS, Bernadine A.
Asst Dean for Residence Life
Rutgers College
109 Bishop House, CAC
New Brunswick, NJ 08903
Phone: (908) 932-7209
No. 18372 2 P

CALLAHAN, Cheryl M.
Assoc VC-Student Affairs
U of No. Carolina-Greensboro
147 Mossman
Greensboro, NC 27412
Phone: (910) 334-5099
Fax: (910) 334-4007
E-mail: CALLAHAN@IRIS.UNCG.EDU
No. 6404 3 P

CALLAHAN, Jennifer J.
Director of Residence Life
College of Notre Dame-MD
4701 N. Charles Street
Baltimore, MD 21210
Phone: (410) 532-5555
No. 18307 2 A

CALLAIS, Mari Ann
Director Student Organizations
Southeastern Louisiana Univ
SLU 483
Hammond, LA 70402
Phone: (504) 549-2248
No. 12418 3 A

CALLENDER, Karen
Program Director
Settlement Coll Readiness Prog
1761 3rd Avenue
New York, NY 10031-3822
Phone: (212) 662-6315
No. 19253 2 A

CALLISON, Oda
Asst Dean/Student Affairs
Grinnell College
Grinnell, IA 50112
Phone: (515) 269-3700
No. 12373 4E P

CALVO, Jean T.
Career Services Administrator
Western State University
2121 San Diego Ave
San Diego, CA 92110
Phone: (619) 297-9700
No. 20161 6 A

CAMACHO, Zenaido
VP for Student Affairs
Rice University
P.O. Box 1892
Houston, TX 77251
Phone: (713) 527-4997
E-mail: VPSA@ricevm1.rice.edu
No. 21939 3 V

CAMERA, Louis A.
Director of Student Activities
Cal State Univ-Sacramento
6000 J Street
Sacramento, CA 95819-6009
Phone: (916) 278-6595
No. 10349 6 P

CAMERLENGO, Renee
Assoc. Dir. for Stu. Develop.
Rochester Inst. of Technology
63 Lomb Memorial Drive
Rochester, NY 14623-5603
Phone: (716) 475-6986
Fax: (716) 475-5050
E-mail: 'Camerlengo RB'@A1.RIT.Edu
No. 19353 2 P

CAMERON, Matt
Director
Santa Clara University
Benson Memorial Center, 201
Santa Clara, CA 95053
Phone: (408) 554-2790
No. 7305 6 P

CAMERON, Robert
Assoc Dean of Student Affrs
Sarah Lawrence College
Bronxville, NY 10708
Phone: (914) 395-2575
No. 12395 2 A

CAMMACK, Cindy J.
Recruitment & Placement Coord.
Univ. of Nebraska - Lincoln
P.O. Box 830702
Lincoln, NE 68583-0702
Phone: (402) 472-5153
Fax: (402) 472-7911
E-mail: AGDN001@UNLVM.EDU
No. 21729 4W P

CAMMAERT, Lorna P.
Assoc. VP for Student Affairs
University of Calgary
2500 University Dr NW, Calgary
Alberta, Canada T2N 1N4
Phone: (403) 284-7531
Fax: (403) 289-6800
No. 2002 5 V

CAMPAGNA, Timothy
Dean of Student Svcs & Admin.
DeVry Inst - DFW Freeport Pkwy
4801 Regent Boulevard
Irving, TX 75063-2440
Phone: (214) 929-6777
No. 12020 3 A

CAMPBELL, Anthony
Dean of Students
Emory & Henry College
Office of the Dean of Students
Emory, VA 24327
Phone: (703) 944-4121
No. 9424 3 V

CAMPBELL, Brett
Asst Director Stu Supp Service
Rogers State College
Will Rogers & Hill
Claremore, OK 74017
Phone: (918) 341-7510
No. 18507 4W P

CAMPBELL, Connan D.
2027 E. Genesee St. Suite 9
Syracuse, NY 13210
Phone: (315) 443-2635
No. 19855 2 S

CAMPBELL, Evelyn S.
Dean of Students
Augustana College
639 38th Street
Rock Island, IL 61201-2296
Phone: (309) 794-7533
No. 746 4E V

CAMPBELL, Kathryn L.
Director, Student Development
SIU at Edwardsville
SIUE Box 1168
Edwardsville, IL 62026
Phone: (618) 692-2686
No. 10645 4E P

CAMPBELL, Kimberlee D.
Area Coordinator
Univ. of Southern California
1015 W. 34th St. #103
Los Angeles, CA 90007
Phone: (213) 743-9159
No. 13028 6 P

CAMPBELL, Leonora P.
Asst. Dean of Student Affairs
Quinnipiac College
555 New Road
Hamden, CT 06518
Phone: (203) 281-8723
No. 20961 1 P

CAMPBELL, Sally M.
Associate Dean of Students
Colgate University
116 McGregory Hall
Hamilton, NY 13346
Phone: (315) 824-7368
No. 10600 2 P

CAMPBELL, Susan
Graduate Research Assistant
Pennsylvania State University
951 Southgate Drive
State College, PA 16801
Phone: (814) 865-6346
No. 10908 2 P

CAMPBELL, Walter E.
Dean of Students
Taylor University
Student Development Office
Upland, IN 46989
Phone: (317) 998-5346
No. 1771 4E V

CAMPION, William
Associate Director
Virginia Tech
2800 Simms Circle
Salem, VA 24153
Phone: (703) 231-5431
No. 7856 3 P

CAMPONE, Francine
Associate Dean of Students
S. D. School of Mines & Technology
501 East St. Joseph Street
Rapid City, SD 57701
Phone: (605) 394-2416
E-mail: fcampone@silver.sdsmt.edu
No. 20647 4W P

CAMPOS, Chris A.
Director
Pueblo Community College
900 West Orman
Pueblo, CO 81004
Phone: (719) 549-3370
Fax: (719) 543-7566
No. 21730 4W A

CANALS, Alexander
New York University
370 E. 76th Street
New York, NY 10021
Phone: (212) 988-7518
No. 20823 2 S

CANCINO, Patricia
Bolsa de Trabajo del ITESM
Av Eugenio Garza Sada 2501 Sur
Monterrey, Nuevo Leon
MEXICO 64849
No. 21775 3 S

CANEVARI, Robert
Dean of Students
University of Virginia
Box 708 Newcomb Hall Station
Charlottesville, VA 22904
Phone: (804) 924-7429
No. 1115 3 P

CANGEMI, Paula Damerau
Assoc. Director - Univ. Center
Adelphi University
U.C. 109 - South Avenue
Garden City, NY 11530
Phone: (516) 877-3610
Fax: (516) 877-3659
No. 20315 2 P

CANNON, Tonya
2409 8th Street Apt. 5
Charleston, IL 61920
Phone: (217) 348-7995
No. 20890 4E S

CANTRELL, Kathy
Student Affairs Professional
62 Cannon Ridge Drive
Watertown, CT 06795
Phone: (203) 274-7831
Fax: (203) 768-7902
E-mail: Cantrell@Hartford
No. 17379 1 P

CANTY-ELLIOTT, Siclinda
Asst Dean - Multicult. Affairs
Grinnell College
P.O. Box 805
Grinnell, IA 50112-0810
Phone: (515) 269-3703
Fax: (515) 269-3710
E-mail: CANTYELL@GRIN2
No. 20790 4E P

CAPACCIO, John
Director Residential Life
Humboldt State University
Jolly Giant Commons
Arcata, CA 95521
Phone: (707) 826-3451
No. 11903 6 P

CAPALBO, Robert F.
Director-Univ Housing
Boston College
University Housing
Chestnut Hill, MA 02167
Phone: (617) 552-4725
No. 2975 1 P

CAPERS, Linda F.
Program Coordinator
Duke University
Box 90917
Durham, NC 27708
Phone: (919) 684-6756
No. 20384 3 A

CAPLE, Richard B.
Professor of Education
Univ of Missouri-Columbia
106 Parker
Columbia, MO 65211
Phone: (314) 882-0765
No. 15220 4W P

CAPOZZA, Marc N.
Director of Student Life
Roger Williams University
Old Ferry Road
Bristol, RI 02809
Phone: (401) 254-3161
No. 5008 1 P

CAPPELLETTI, Kathleen M.
Graduate Student
Indiana University
Willkie North 127
Bloomington, IN 47406
Phone: (812) 857-2022
No. 19453 4E S

CAPPETO, Michael A.
Dean of the College
Colgate University
13 Oak Drive
Hamilton, NY 13346
Phone: (315) 824-7425
E-mail: MCAPPETO@COLGATEU
No. 634 2 V

CAPPS, Leslie
Box 3575
Laramie, WY 82071
Phone: (307) 766-3296
E-mail: MAUDELLA@UWYO.EDU
No. 19046 4W S

CAPTAIN, Katherine M.
Asst. Dir. of Orientation
Florida State University
501 Blairstone Rd. #1801
Tallahassee, FL 32301
Phone: (904) 644-2785
Fax: (904) 644-0687
No. 21545 3 S

CARBONE, Joan
Associate Dean Residence Life
Rutgers University
115 College Ave, 109 Bishop
New Brunswick, NJ 08903
Phone: (908) 932-1456
No. 20386 2 P

CARD, Karen Aldred
Director, Coyote Student Center
University of South Dakota
414 East Clark Street
Vermillion, SD 57069-2390
Phone: (614) 847-1104
No. 6837 4W P

CARDA, Sarah
Resident Director
Austin College
Suite 61574
Sherman, TX 75090
Phone: (903) 813-2305
No. 21437 3 P

CAREY, Anna
Student Life Pro. Coordinator
Western Washington University
Old Main 390
Bellingham, WA 98225
Phone: (206) 650-3846
E-mail: acarey@henson.cc.wwu.edu
No. 5055 5 P

CAREY, Daniel J.
Vice President-Student Dev.
St. Louis University
221 North Grand Ave.
St Louis, MO 63103
Phone: (314) 658-2226
No. 6531 4W V

CAREY, Kyshia L.
Memphis State University
Campus Box 524122
Memphis, TN 38152
No. 20521 3 H

CAREY-McCUDDEN, Martha
Dir. Univ. Comm. Bldg. Proj.
University of Minnesota
340 Coffman Memorial Union
Minneapolis, MN 55455
Phone: (612) 624-2101
Fax: (612) 624-9124
E-mail: CARE0011@GOLD.TC.UMN.EDU
No. 21961 4E P

CARHART, Richard
Dean Student Services
Huron University Tokyo
1-16-7 Kamiochiai,Shinjuku-ku
Tokyo JAPAN 161
Phone: (312) 996-4594
No. 400 6 A

CARILLO, Angi G.
Career Information Specialist
Humboldt State University
1 Harpst St. Career Dev. Ctr
Arcata, CA 95521
Phone: (707) 826-3341
No. 21094 6 P

CARLISLE, Robert
Coordinator
Quincy College
1810 Lind St.
Quincy, IL 62301
Phone: (217) 228-5320
No. 20297 4E P

CARLSON, Christopher
Resident Director
Gordon College
255 Grapevine Road
Wenham, MA 01984
Phone: (508) 927-2300
No. 12838 1 P

CARLSON, Judith L.
Coordinator Student Services
Mansfield Univ/One Guthrie Sq.
Guthrie/Mansfield Ed Ctr
Sayre, PA 18840
Phone: (717) 882-4716
Fax: (717) 882-4413
No. 8949 2 A

CARLSON, Linda Ann
83W Northwood
Columbus, OH 43201
Phone: (614) 292-2324
Fax: (614) 292-1816
No. 21636 4E S

CARLSON, Malinda L.
Asst Dean of Students
Illinois Wesleyan University
PO Box 2900
Bloomington, IL 61702
Phone: (309) 556-3112
No. 10527 4E P

CARLSON, Millie
2622 Oak Ridge Drive
Rocky Face, GA 30740
Phone: (404) 226-7277
No. 4615 3 H

CARN, Janet L.
58 Dunkirk Rd
Baltimore, MD 21212
Phone: (410) 377-6851
No. 15134 2 S

CARNAGHI, Jill Ellen
Director of Residential Life
University of Vermont
Robinson Hall- Redstone Campus
Burlington, VT 05405-0364
Phone: (802) 656-3434
Fax: (802) 656-8652
E-mail: carnaghi@moose.uvm.edu
No. 11679 1 P

CARNAHAN, Doug
Dean of Students
Missouri Southern State College
Student Services
Joplin, MO 64801
Phone: (417) 625-9392
No. 2980 4W P

CARNEGIE, Mary F.
Asst Dean for Student Svcs
University of Florida
P202 Peabody Hall
Gainesville, FL 32611
Phone: (904) 392-1261
No. 12175 3 P

CARNEY, Roger F.X.
Dean of Student Affairs
Nichols College
P.O. Box 3
Dudley, MA 01571-5000
Phone: (508) 943-1560
Fax: (508) 943-1560
No. 8669 1 A

CARNS, John
154 Harding Avenue
Revloc, PA 15948-0241
Phone: (814) 472-6416
No. 20666 2 S

CARO, Leah Ann
Assistant Area Coordinator
Eastern Connecticut State Univ
615 Windham Street Apts.
Willimantic, CT 06226
Phone: (203) 465-5299
No. 19910 1 P

CARON, Lisa Marsh
1856 Kalorama Road NW #2
Washington, DC 20009
Phone: (508) 626-4615
No. 14758 2 P

CARPENTER, Cathy L.
516 Poorhouse Road
Winchester, VA 22603
Phone: (703) 662-1179
No. 16943 3 S

CARPENTER, David L.
308 S. Main Street
Gunnison, CO 81230
Phone: (303) 641-1509
No. 21824 4W P

CARPENTER, Jennie H.
Interim VP Student Affairs
Bloomsburg University of PA
Student Life Office
Bloomsburg, PA 17815
Phone: (717) 389-4065
No. 2439 2 V

CARPENTER, Stan
Associate Professor
Texas A&M University
222 Harrington Ed Admin Dept
College Station, TX 77843-4226
Phone: (409) 845-2706
No. 12952 3 P

CARPENTIERE, David Lee
Residence Hall Director
Plymouth State College
Office of Residence Life
Plymouth, NH 03264
No. 14661 1 P

CARR, Jacquelyn
8240 NW 47 Street
Lauderhill, FL 33351
Phone: (803) 868-6949
Fax: (305) 742-0622
E-mail: CARRJ@clemson.Al.
Housing
No. 19962 3 S

CARR-BRAINT, Larry
Director of Student Developmt.
Sir Sandford Fleming College
Box 8000, Lindsay
Ontario, Canada K9V 5E6
Phone: (705) 324-9144
No. 17781 4E A

CARREIRO, Manuel
Dean of Student Affairs
Quinnipiac College
Mt Carmel Avenue
Hamden, CT 06518
Phone: (203) 281-8721
No. 6336 1 V

CARROLL, Julie Stapleton
Asst. Dir. Grad. Stu. Programs
The Wharton School- Univ of PA
216 Vance Hall
Philadelphia, PA 19104-6362
Phone: (215) 898-4968
Fax: (215) 898-0425
E-mail: carrollj@wilma.wharton.
upenn.edu
No. 21724 2 P

CARROLL, Justin X.
Dean of Student Affairs
Washington University
One Brookings Dr. Box 1136
St. Louis, MO 63130
Phone: (314) 935-5040
No. 10913 4W V

CARROLL, Linda J.
H-8 Stonehedge Drive
So. Burlington, VT 05403
Phone: (802) 862-6751
No. 20039 1 S

CARSKADDAN, Gary
Asst Director of Housing
College of the Holy Cross
P.O. Box 4A
Worcester, MA 01610-2395
Phone: (508) 793-2669
Fax: (508) 793-3020
No. 13039 1 P

CARSON, Connie L.
Dir. of Res. Life & Housing
Wake Forest University
2200 Faculty Drive Apt. 4-B
Winston-Salem, NC 27106
Phone: (910) 759-5185
Fax: (910) 759-4686
E-mail: carsoncl@ac.wfunet.wfu.edu
No. 10288 3 P

CARSON, Donald K.
Vice President Student Affairs
Memphis State University
377 Administration Bldg
Memphis, TN 38152
Phone: (901) 678-2114
No. 312 3 V

CARSON, Kathy L.
Orientation Director
Univ of Nevada-Reno
3475 Bryan Street
Reno, NV 89503
Phone: (702) 784-6116
No. 8250 5 P

CARSON, Mary Watson
Associate Dean
Dickinson College
Box 1773
Carlisle, PA 17013 2896
Phone: (717) 245-1555
No. 2985 2 P

CARSTENS, Jeff B.
Coord. Student Support Svs.
Wayne State College
200 E. 10th Street
Wayne, NE 68787
Phone: (319) 385-8021
E-mail: jcarsten@wscgate.wsc.edu
No. 20291 4W P

CARTER, Arthur W.
Dean of Student Life
Arizona State University
B228 Student Services Bldg
Tempe, AZ 85287-0512
Phone: (602) 965-6547
E-mail: IDAWC@ASUVM.INRE.
ASU.EDU
No. 9586 6 P

CARTER, Jim
College Administrative Officer
UCSC - Cowell College
1156 High Street
Santa Cruz, CA 95064
Phone: (408) 459-3642
No. 20796 6 P

CARTER, Laurie A.
Director Student Affairs
The Juilliard School
60 Lincoln Center Plaza
New York, NY 10023
Phone: (212) 799-5000
No. 10526 2 V

CARTER, Sandra D.
7623 Woodbine Dr
Laurel, MD 20707
Phone: (301) 776-4760
No. 19917 2 S

CARTER, Veronica
Administrative Assistant
Tufts University
Ballou Hall/Dean of Stu. Off.
Medford, MA 02155
Phone: (617) 627-3128
No. 15260 1 A

CARTWRIGHT, Kimberly
258 Washington Road
Woodbury, CT 06798
Phone: (413) 746-6360
No. 18991 1 S

CARTY, Karenann
Director of Campus Activities
College of New Rochelle
29 Castle Place
New Rochelle, NY 10805
Phone: (914) 654-5369
Fax: (914) 654-5866
No. 17715 2 P

CARUSO, Richard L.
Dir.-Stu. Act. & Orientation
Azusa Pacific University
901 E. Alosta Avenue
Azusa, CA 91702
Phone: (818) 969-3434
No. 21936 6 P

CARUTH-SELAHOWSKI, Maura
Dir-Campus Information Prgms
Oakland University
49 Oakland Center
Rochester, MI 48309-4401
Phone: (313) 370-2020
No. 19765 4E P

CARVAJAL, Richard A.
Rt. 5 Pleasant Hill Road
C.F. Black Apt. #8
Carbondale, IL 62901
Phone: (618) 453-5714
No. 20820 4E S

CARVALHO, Marion P.
Residence Director
Univ. of Mass.-Amherst
c/o Baker Area Office
Amherst, MA 01003
Phone: (215) 436-2344
No. 18528 1 P

CARVER, Thomas W.
VP for Student Affairs
Berry College
5009 Berry College
Mount Berry, GA 30149-5033
Phone: (404) 236-2204
No. 2469 3 V

CASEBEER, Arthur L.
Professor
Southern Illinois University
Dept.Educ. Adm.& Higher Educ.
Carbondale, IL 62901
Phone: (618) 536-4434
No. 4646 4E P

CASEY, Carol
Resident Director
27 McAlister Drive
New Orleans, LA 70118
Phone: (504) 865-5678
Fax: (504) 862-8944
No. 19224 3 P

CASS, Susan I.
Stu. Affairs Specialist
Stanford University/Res. Ed.
306 Old Union
Stanford, CA 94305
Phone: (415) 725-2800
Fax: (415) 725-6227
E-mail: nf.nso@forsythe.stanford.edu
No. 21331 6 P

CASSADY, Shelley Seim
Placement Coordinator
Miami Univ.-Hamilton
1601 Peek Blvd
Hamilton, OH 45011
Phone: (513) 863-8833
No. 17235 4E P

CASSENS, Cynthia A.
Director of Residence Life
Winthrop University
233 Dinkins Student Center
Rock Hill, SC 29733
Phone: (803) 323-2260
Fax: (803) 323-2395
No. 14050 3 P

CASSIDY, Joe
Director of Student Activities
University of Notre Dame
315 LaFortune Student Center
Notre Dame, IN 46556
Phone: (219) 631-7309
Fax: (219) 631-8139
No. 10701 4E P

CASTELLI, Anthony
Greek Area Coordinator
3025 Royal Street Apt. 335
Los Angeles, CA 90007
Phone: (213) 743-2680
No. 18904 6 S

CASTILLO, Evette J.
Coord/Student Leadership Progr
University of San Francisco
2130 Fulton St/Univ Center 301
San Francisco, CA 94117-1080
Phone: (415) 666-2156
No. 17099 6 P

CASTILLO-ROBSON, Susanna A.
Dir. of Student Affairs & Svcs
U of California-Systemwide
300 Lakeside Drive 17th Floor
Oakland, CA 94612
Phone: (415) 643-6315
No. 11441 6 A

CASTNER, Ann
Student Center Director
Nebraska Wesleyan University
5000 Saint Paul Avenue
Lincoln, NE 68504
Phone: (402) 465-2412
Fax: (402) 465-2179
No. 20778 4W P

CASTRO, Angelica M.
Texas A&M University
P.O. Box 5079
College Station, TX 77844-5079
Phone: (409) 847-1968
No. 21564 3 S

CASTRO, Toni
Advisor/Inter-Cult. Ctr. Coord
Sonoma State University
1801 E. Cotati Ave Village 205
Rohnert Park, CA 94928
Phone: (707) 664-2427
Fax: (707) 664-4078
No. 21619 6 P

CASWELL, Jim
Vice President/Student Affairs
Southern Methodist University
203 Perkins Administration Bld
Dallas, TX 75275
Phone: (214) 692-2821
No. 1232 3 V

CATOE, JR., Carl W.
6405 Johnsdale Road
Raleigh, NC 27615
Phone: (919) 872-7586
No. 6251 3 S

CATRON, Gail S.
Dir of Counseling/CAP Center
Bluefield State College
219 Rock St.
Bluefield, WV 24701-
Phone: (304) 327-4016
E-mail: GCATRON@BSCVAX.WVNET.EDU
No. 15082 2 P

CATTON III, Walter D.
P.O. Box 1148
Concord, MA 01742-1148
Phone: (617) 969-7000
No. 19750 1 S

CAUBLE, Lee
Director Student Life
College of Notre Dame
1500 Ralston Ave
Belmont, CA 94002
Phone: (415) 508-3513
No. 21096 6 P

CAULFIELD, Catherine C.
Director of Resident Life
Cabrini College
610 King of Prussia Road
Radnor, PA 19087
Phone: (610) 971-8410
Fax: (610) 971-8309
No. 21179 2 P

CAULK, Richard
Associate Director-Housing
Princeton University
Macmillan Building
Princeton, NJ 08544
Phone: (609) 258-3712
No. 667 2 P

CAVENESS, Jeane R.
Sr. Director, Student Life
Cal State Univ-Long Beach
1250 Bellflower Blvd
Long Beach, CA 90840
Phone: (310) 985-4181
Fax: (310) 985-5683
E-mail: JCAVENES@CSULB.EDU
No. 465 6 P

CAWDREY, Daniel P.
Via A. Bertoni
INT 8
Rome ITALY 00153
Phone: (501) 575-4207
No. 17075 1 S

CAWOOD, T. Scott
P.O. Box 7521
Newark, DE 19714-7521
Phone: (413) 545-0702
No. 18403 2 S

CAWTHON, Tony W.
Director of Residential Life
Clemson University
200 Mell Hall Box 344075
Clemson, SC 29634-4075
Phone: (803) 656-5452
E-mail: Tony@Ernie.Clemson.Edu
No. 16873 3 P

CEBALLOS, Daniel
Assistant Director
Santa Clara University
216 Benson Center
Santa Clara, CA 95053
Phone: (408) 554-4895
No. 19352 6 P

CECIL, Darren
Dir Alcohol & Drug Education
University of San Diego
5998 Alcala Park, UC221
San Diego, CA 92110-2492
Phone: (619) 260-4618
Fax: (619) 260-4610
No. 15779 6 P

CELLEMME, Patricia A.
Director Student Life
Southern Vermont College
1 Monument Avenue
Bennington, VT 05201
Phone: (802) 442-4605
No. 19020 1 P

CEO, Nicolette
Vice President-Student Service
Molloy College
1000 Hempstead Avenue
Rockville Center, NY 11570
Phone: (516) 678-5000
No. 492 2 V

CEPHUS, Travis
Resident Director
William Paterson College
Res. Life Off./300 Pompton Rd.
Wayne, NJ 07470
Phone: (518) 442-5943
No. 14998 2 P

CERNECH, John
VP for Student Services
Creighton University
2500 California Plaza
Omaha, NE 68178
Phone: (402) 280-2775
No. 2515 4W V

CERNY, Gerald J.
47-161 Heno Place
Kaneohe, HI 96744
Phone: (808) 845-9452
No. 18565 6 A

CHABOT, Mary Beth
1200 W. Bethel Avenue C301
Muncie, IN 47303
Phone: (317) 289-3728
No. 20828 4E S

CHACON, Ramon A.
Acting Dir./Stu. Resource Ctr.
Santa Clara University
Benson Mem. Ctr., Rm. 203
Santa Clara, CA 95053
Phone: (408) 554-4109
No. 19290 6 P

CHAFFIN, Paulette
VP for Student Personnel Ser.
Southwest OK State Univ.
100 Campus Drive
Weatherford, OK 73096
Phone: (405) 774-3768
No. 14810 4W A

CHAMBERLAIN, Theodore J.
VP for Student Development
Eastern College
10 Fairview Drive
St. Davids, PA 19087-3696
Phone: (215) 341-5822
Fax: (215) 341-1705
No. 20680 2 A

CHAMBERS, Christopher S.
Coord. Off-Campus Housing
Univ. of Maryland-College Park
1195 Stamp Student Union
College Park, MD 20742
Phone: (301) 314-7251
No. 20429 2 S

CHAMBERS, Cindy K.
Director/Multicultural Affairs
Cornell College
600 1st Street West
Mt. Vernon, IA 52314
Phone: (319) 895-4484
No. 20809 4E P

CHAMBERS, Judith
Vice President - Student Life
University of the Pacific
3601 Pacific Avenue
Stockton, CA 95211
Phone: (209) 946-2365
Fax: (209) 946-2689
E-mail: JChambers@UOP.Edu
No. 63 6 V

CHAMPAGNE, Delight E.
Dir.-Student Personnel Adm.Pgm
Springfield College
210 Alden Street
Springfield, MA 01109
Phone: (413) 748-3329
No. 7232 1 P

CHAN, Ellen
2901 Bill McDonald Pkwy. #415
Bellingham, WA 98225
Phone: (206) 650-6498
No. 20814 5 S

CHANDLER, Kristie
Director of Student Activities
Samford University
SU Box 2264
Birmingham, AL 35229
Phone: (817) 870-2345
No. 9765 3 A

CHANEY, John R.
Executive Vice President
Alpha Sigma Phi Fraternity
P. O. Box 838
Delaware, OH 43015-0838
Phone: (614) 363-1911
No. 6272 4E SMN

CHANG, Patrick
Asst Dean Student Development
Ramapo College of New Jersey
505 Ramapo Valley Road
Mahwah, NJ 07430
Phone: (201) 529-7593
No. 10602 2 P

CHANG, Timothy
Hall Director
Ramapo College of New Jersey
505 Ramapo Valley Road
Mahwah, NJ 07430
Phone: (201) 825-4305
No. 20748 2 S

CHAPA, Donna
Grad. Assoc., Stu. Development
Winthrop University
218 Dinkins Student Center
Rock Hill, SC 29730
Phone: (803) 323-4503
No. 21051 3 S

CHAPA, Sandra
Adrian College
917 North Broad
Adrian, MI 49221
No. 20528 4E H

CHAPITAL, Martelle
Director, Stu Develop Ctr
Metropolitan State College
PO Box 173362 Campus Box 42
Denver, CO 80217-3362
Phone: (303) 556-4737
Fax: (303) 556-4035
No. 19513 4W P

CHAPMAN, David
Dir. Student Services-MBA Prog
University of St. Thomas
MPL 251, 1000 LaSalle Avenue
Minneapolis, MN 55403-2005
Phone: (612) 962-4229
Fax: (612) 962-4260
No. 20813 4E P

CHAPMAN, Jennifer
Kansas State University
512 Denison
Manhattan, KS 66502
Phone: (913) 587-0697
No. 21084 4W S

CHAPMAN, Judy
Dean of Students
Calif College of Arts & Crafts
5212 Broadway
Oakland, CA 94618
Phone: (510) 653-8118
No. 8260 6 A

CHAPMAN, Richard
Dean of Students
Bucknell University
211 Langone Center
Lewisburg, PA 17837
Phone: (717) 524-1601
E-mail: rchapman@bucknell.edu
No. 7285 2 P

CHARLES, Kevin E.
Director, Student Health Svc
Western Kentucky University
139 Academic Complex
Bowling Green, KY 42101
Phone: (502) 745-5643
E-mail: CHARLKE@WKUVX1.
WKU.EDU
No. 5640 3 P

CHARRON, Guy P.
Manager, Residence
Cambrian College
1390 Barrydowne, Sudbury
Ontario, CANADA P3A 3V8
Phone: (705) 566-8101
No. 19992 4E P

CHASE, Melody
Advisor III
Iowa State University
Route 1, Box 84
Nevada, IA 50201
Phone: (515) 294-3431
No. 17881 4E P

CHASE, Ted
Exec. Asst to Dean of Students
Temple University
13th and Montgomery Avenue
Philadelphia, PA 19122
Phone: (215) 204-7188
No. 11181 2 P

CHATFIELD, Linda F.
Resource Development Spec
Prevention Center
4760 Walnut St #106
Boulder, CO 80301-2561
Phone: (303) 443-5696
No. 11407 4W SMN

CHAVEZ, Alicia F.
Diversity Specialist
Iowa State University
16 Beardshear
Ames, IA 50011
Phone: (515) 294-5001
No. 9761 4E P

CHAVEZ, Rudolph J.
467 South Summit Street #64
Bowling Green, OH 43402
Phone: (419) 354-7503
No. 17227 4E S

CHAVIS, James
Vice Chancellor-Student Affairs
Pembroke State University
One University Drive
Pembroke, NC 28372-1510
Phone: (919) 521-6226
No. 2049 3 V

CHAVIS, Olivia
Associate Vice Chancellor
Fayetteville State University
Counseling Center
Fayetteville, NC 28301
Phone: (910) 486-1203
Fax: (910) 486-1857
No. 21610 3 P

CHEBATOR, Paul
Assoc Dean-Student Development
Boston College
McElroy 233
Chestnut Hill, MA 02167
Phone: (617) 552-3470
No. 1283 1 P

CHELSEN, Paul O.
1220 First Ave NE
Cedar Rapids, IA 52402
Phone: (319) 399-8844
No. 17384 4E A

CHEN, Shu-Ling
Asst Dean of Stu/Multicult Svs
Carleton College
One North College Street
Northfield, MN 55057
Phone: (507) 663-4283
Fax: (507) 663-4421
No. 21029 4E P

CHEN, Stanley
2719 66th Street
Lubbock, TX 79413
Phone: (806) 766-1400
No. 21739 3 S

CHENAULT, Carole
Asst Director Judicial Affairs
North Carolina State Univ.
Box 7315 NCSU
Raleigh, NC 27695-7315
Phone: (919) 515-2406
Fax: (919) 515-2376
E-mail: carole_chenault@ncsu.edu
No. 15251 3 A

CHENEY, Beverly J.
Director of Placement
University of North Alabama
Box 5066
Florence, AL 35632
Phone: (205) 760-4276
No. 18868 3 P

CHENOWETH, Donald
Dean of Student Services
Ohio Wesleyan University
230 Hamilton Williams
Delaware, OH 43015
Phone: (614) 368-3137
No. 1601 4E V

CHERAMIE, Tammy A.
Mississippi State University
P.O. Box 2118
Mississippi State, MS 39762
Phone: (601) 325-0586
No. 21913 3 S

CHERNAK, Robert A.
Vice President
George Washington University
2121 Eye Street NW, Suite 403
Washington, DC 20052
Phone: (202) 994-7210
No. 316 2 V

CHERREY, Cynthia
Assoc. Dean, Student Affairs
Univ of Southern California
STU 201
Los Angeles, CA 90089-4891
Phone: (213) 740-2421
No. 8583 6 P

CHESBROUGH, Ronald
Dean of Students
Johnson State College
Johnson, VT 05656
Phone: (802) 635-2356
No. 2574 1 V

CHEUVRONT, Harold
VP Student Life/Dean-Students
Colorado School of Mines
Student Affairs
Golden, CO 80401
Phone: (303) 273-3357
No. 1923 4W V

CHIANG, Theresa
Dir., Moyer Student Union
Univ. of Nevada-Las Vegas
4505 Maryland Parkway
Las Vegas, NV 89154-2008
Phone: (702) 895-3221
No. 21970 5 P

CHIAPPELONE, BethAnn
590 Black Oak Ridge Rd
Wayne, NJ 07470
Phone: (201) 628-7049
No. 18535 2 S

CHIBA, Sharon N.
Counselor
Univ. of HI-Kauai Comm. Coll.
3-1901 Kaumualii Highway
Lihue, HI 96766
Phone: (808) 245-6835
No. 20625 6 A

CHICKRIS, Colette
159 Coolidge Street
Brookline, MA 02146
Phone: (617) 731-3500
No. 12724 1 A

CHILDS, Byron Jay
Resident Director
Univ. of Nevada
P.O. Box 8662
Reno, NV 89507
Phone: (702) 784-6739
Fax: (702) 784-1149
E-mail: jchilds@scs.unr.edu
No. 21572 5 P

CHILSON, Lynett
2353 Mission Road Apt. I-5
Tallahassee, FL 32304
Phone: (904) 644-4124
No. 21276 3 S

CHING, Doris
Vice President-Student Affairs
University of Hawaii
2444 Dole Street
Honolulu, HI 96822
Phone: (808) 956-6405
Fax: (808) 956-9219
E-mail: vpsa_ching@
mvax.mso.hawaii.edu
No. 1275 6 V

CHING-RAPPA, Myrtle
Director,Student Employ/Co-Op
University of Hawaii-Manoa
374 Kaumakani St
Honolulu, HI 96825
Phone: (808) 956-7007
No. 16058 6 P

CHIRICOSTA, Santina
Resident Director
University of Maine
5772 Estabrooke Hall
Orono, ME 04469-5772
Phone: (207) 581-7018
No. 18513 1 S

CHISOLM, Anadri J.
Area Coordinator
Wesleyan University
Off of Res Life/48 Wyllys Ave
Middletown, CT 06459
Phone: (203) 344-7953
No. 20962 1 P

CHITWOOD, James M.
Director of Residence Life
Univ of Wisconsin-Oshkosh
800 Algoma Blvd.
Oshkosh, WI 54901
Phone: (414) 424-3212
No. 8703 4E P

CHO, Rebecca Reed
Director, Student Activities
Community College of Denver
PO Box 173363 Campus Box 205
Denver, CO 80217-3363
Phone: (303) 556-2597
No. 12298 4W P

CHOONOO, Ralph
Director of Residence Life
New Jersey Inst of Technology
180 Bleeker St., Cypress Hall
Newark, NJ 07052
Phone: (201) 596-3041
No. 14469 2 A

CHORNEY, Linda
Director
Temple University
Boc -045-77
Philadelphia, PA 19122
Phone: (215) 204-8531
No. 4360 2 P

CHOROSZY, Melisa N.
Asst VP Enrollment Services
Univ of Nevada-Reno
Admissions & Records/120
Reno, NV 89557
Phone: (702) 784-6181
No. 19163 5 P

CHOSA, Erik
6510 US Highway 10 E Trlr 34
Missoula, MT 59802-9580
No. 20543 5 H

CHRISMAN, Bruce
RR4 Box 338 A
Carbondale, IL 62901
Phone: (618) 549-4265
No. 17430 4E P

CHRISTENSEN, Monica C.
Dir of Campus & Residence Life
Manhattan School of Music
120 Claremont Ave
New York, NY 10027
Phone: (212) 749-2802
No. 15315 2 P

CHRISTENSEN, Val R.
Vice President-Student Service
Utah State University
P.O. Box 1207
Logan, UT 84322-0175
Phone: (801) 750-1712
No. 2735 5 V

CHRISTIANSEN, J. Richard
Dean of Students
Assumption College
500 Salisbury St
Worcester, MA 01609
Phone: (508) 752-5615
No. 18376 1 V

CHRISTIANSEN, Tanya
Asst. Dir. of Residence Life
Nebraska Wesleyan University
5000 St. Paul Avenue #1138
Lincoln, NE 68504
Phone: (402) 465-2160
No. 20509 4W P

CHRISTINA, Joe Di
Asst. Dean of Stu/Res Life
Oberlin College
105 Peters Hall
Oberlin, OH 44074
Phone: (216) 775-8472
Fax: (216) 775-8089
No. 21622 4E P

CHRISTY, Michael
Vice President-Student Develop
Iona College
North Avenue
New Rochelle, NY 10801
Phone: (401) 792-4461
No. 4177 2 V

CHRYST, Barbara
Dean of Students
St Peter's College
2641 Kennedy Blvd
Jersey City, NJ 07306
Phone: (201) 915-9142
Fax: (201) 451-0036
No. 387 2 P

CHURCH, Martha W.
College Counselor
New Hampshire Tech College
1066 Front Street
Manchester, NH 03102
Phone: (603) 668-6706
No. 19087 1 P

CHURCH, Sterling
Vice President-Student Service
Southern Utah University
Cedar City, UT 84720
Phone: (801) 586-7710
No. 791 5 V

CILONE, Susan
Counselor/Instructor
Eastern Kentucky University
#1 Ellendale Hall-Counseling
Richmond, KY 40475
Phone: (606) 622-1303
No. 12766 3 P

CINTRON, Rosa
4321 Martin Drive
Edmond, OK 73034-9247
Phone: (405) 341-8462
Fax: (405) 341-5274
No. 17296 4W P

CIRINCION, Marco
Dean
Jersey City State College
2039 Kennedy Blvd
Jersey City, NJ 07305
No. 1042 2 V

CIRNER, Randall
Dean of Students
Franciscan U of Steubenville
Franciscan Way
Steubenville, OH 43952
Phone: (614) 283-3771
No. 6328 4E V

CLAAR, Joan
Dean of Students
Cornell College
600 1st St. W
Mt. Vernon, IA 52314
Phone: (319) 895-4234
No. 42 4E V

CLACK, R. James
Director Univ Counseling Ctr
University of Virginia
204 University Way
Charlottesville, VA 22901
Phone: (804) 924-3751
No. 14772 3 P

CLANCY, Kevin
Dir of Counseling & Career Dev
Dean Junior College
99 Main Street
Franklin, MA 02038
Phone: (508) 528-9100
Fax: (508) 528-7846
No. 930181 1 P

CLARK, David D.
Associate Dean of Students
Coe College
1220 First Ave NE
Cedar Rapids, IA 52402
Phone: (319) 399-8741
No. 20203 4E P

CLARK, David J.
Coord-Residence Hall Management
The Indiana Academy
Wagner Hall Box 115
Muncie, IN 47306
Phone: (317) 285-1150
No. 17858 4E P

CLARK, Kelly Ann
Director of Counseling Service
Green Mountain College
16 College St
Poultney, VT 05764-1199
Phone: (802) 287-9313
No. 14064 1 P

CLARK, Mannix L.
Community Director
Central MO State University
Houts/Hosey Hall
Warrensburg, MO 64093
Phone: (816) 543-4826
No. 21711 4W S

CLARK, Peggy
Director of Student Life
DePaul University
2324 N. Seminary Rm 318
Chicago, IL 60614-3212
Phone: (312) 362-8486
No. 14899 4E P

CLARK, Rebecca I.
Assistant Director
University of Louisville
Athletic Academic Services
Louisville, KY 40292
Phone: (502) 852-6528
No. 12286 3 P

CLARK, Richard
Resident Director
Univ. of Illinois - Chicago
700 S. Halsted MC 117
Chicago, IL 60607
Phone: (312) 413-5433
Fax: (312) 413-7425
CRC8580
No. 20789 4E P

CLARK, Roger
Vice President-Student Affairs
St Louis Christian College
Student Affairs Office
Florissant, MO 63033
No. 7644 4W A

CLARK, Steven
Asst. Dir., Minority Affairs
Central Michigan University
251 Foust Hall
Mt. Pleasant, MI 48859
Phone: (517) 774-3945
Fax: (517) 774-6573
No. 21067 4E P

CLARK, Susan E.
Hearing Officer
University of Louisville
W302 SAC
Louisville, KY 40292
Phone: (502) 852-5787
Fax: (502) 852-7332
No. 15126 3 P

CLARK, Vivian N.
Assoc Dean of Students
Univ of Tulsa-Off of Stu Dev
600 S. College Avenue
Tulsa, OK 74104-3189
Phone: (918) 631-2327
Fax: (918) 631-3187
No. 20861 4W P

CLARK, William L.
Dir of Leadership Programs
University of San Francisco
Univ Ctr #301, 2130 Fulton St
San Francisco, CA 94117
Phone: (415) 666-2157
No. 10383 6 P

CLARK-TALLEY, Christine
Asst. Dir., Interim, CP & P
San Jose State University
One Washington Square
San Jose, CA 95192 0032
Phone: (408) 924-6033
No. 10674 6 P

CLARKE, Chris Gonzalez
Asst. Dir., El Centro Chicano
Stanford University
Bldg. 590F
Stanford, CA 94305-3044
Phone: (415) 723-2089
Fax: (415) 725-6227
E-mail: chris.clarke@forsythe.stanford.edu
No. 21597 6 P

CLARKE, Claudia
Director Ed Opp Program
Broome Community College
P.O. Box 1017
Binghamton, NY 13902
Phone: (607) 771-5220
No. 15075 2 P

CLARKE, Shari
Director Multicultural Affairs
Whitman College
345 Boyer Memorial #117
Walla Walla, WA 99362
Phone: (509) 527-5596
No. 21098 5 P

CLARKE, Steven W.
Program Coordinator
St. Vincent College
Latrobe, PA 15650
Phone: (412) 537-6824
Fax: (412) 537-4554
No. 21465 2 P

CLARKE, William B.
Director
Sonoma State University
Educational Support Programs
Rohnert Park, CA 94928
Phone: (707) 664-2427
No. 3013 6 P

CLARKSON, Kris R.
Dean of Students
Southern Vermont College
Monument Road
Bennington, VT 05201
Phone: (802) 442-5427
No. 118 1 V

CLARKSON, Susan
Asst. VP for Student Affairs
Central Michigan University
251 Foust Hall
Mt Pleasant, MI 48859
Phone: (517) 774-3018
E-mail: 34MFM2M@CMUVM.CSV.CMICH.EDU
No. 3382 4E P

CLAY, Philip N.
Dir. of Residential Services
Worcester Polytechnic Inst.
100 Institute Road
Worcester, MA 01609
Phone: (508) 831-5114
Fax: (508) 831-5870
E-mail: pnclay@jake.wpi.edu
No. 19279 1 P

CLELAND, Gladys L.
4239 Mill Run Road
Liverpool, NY 13090
Phone: (315) 622-5118
No. 18298 2 S

CLEM-FONTENOT, Earlene
Dir./Comp. Counseling Center
Grambling State University
P.O. Box 609
Grambling, LA 71245
Phone: (318) 274-3613
No. 21081 3 P

CLEMENT, Linda
Dir Undergraduate Admissions
Univ of Maryland-College Park
0101 Mitchell Bldg
College Park, MD 20742
Phone: (301) 314-8350
No. 11562 2 P

CLEMENTS, Evelyn
Dean of Student Development
Middlesex Community College
Springs Road
Bedford, MA 01730
Phone: (617) 275-8910
No. 2608 1 V

CLEMETSEN, Bruce A.
Residential Programs
1500 N. Warner
Tacoma, WA 98416-0630
Phone: (206) 756-3317
No. 11551 5 P

CLEMONS, Michelle J.
Administrative Associate
University of Louisville
RM203 Grawmeyer Hall
Louisville, KY 40292
Phone: (502) 852-6933
No. 15363 3 P

CLEVELAND, Charles E.
Dean of Students
Whitman College
Memorial Building
Walla Walla, WA 99362
Phone: (509) 527-5158
No. 1250 5 V

CLIFFORD, Deborah A.
Asst. Director, Res. Life
Westfield State College
Office of Residential Life
Westfield, MA 01086
Phone: (413) 572-5649
Fax: (413) 562-3613
No. 1106 1 P

CLINESMITH, Ellen C.
Residence Hall Director
SUNY Stony Brook
PO Box 408
Stony Brook, NY 11790
Phone: (516) 632-6780
No. 20080 2 S

CLINTON, Debora J.
Assoc Dir Campus Activities
Binghamton University
145 UU - Box 6000
Binghamton, NY 13902-6000
Phone: (607) 777-2811
E-mail: DCLINTON@
BINGGVAXA
No. 14660 2 P

CLOANINGER, JR., Charlie
VP for Student Affairs
Macon College
100 College Station Drive
Macon, GA 31297
Phone: (912) 471-2732
No. 1648 3 V

CLOKEY, David M.
Area Coordinator
University of Vermont
Robinson Hall
Burlington, VT 05405
Phone: (802) 656-4154
Fax: (802) 656-1142
No. 11775 1 P

CLOPINE, Anne B.
Student Activities Coordinator
U of California-San Diego
9500 Gilman Drive, B-0321
San Diego, CA 92039-0321
Phone: (619) 578-7624
No. 17010 6 P

CLOSE, Erling
Dean-Educational Support Svcs
Univ College of Fraser Valley
33844 King Rd.,RR2, Abbotsford
British Col, Canada V2S 4N2
Phone: (604) 853-7441
Fax: (604) 855-7614
E-mail: CLOSE@FVC.bc.ac.
No. 1288 5 V

CLOUNCH, Teresa L.
132 West 12th Apt. 2
Emporia, KS 66801-5044
Phone: (316) 342-8440
No. 21971 4W S

CLYBURN, Michael
Dean of Student Development
Mount Vernon Nazarene College
800 Martinsburg Road
Mount Vernon, OH 43050
Phone: (614) 397-6862
No. 18591 4E A

COAPLAND, Zack T.
Stu. Develop. Spec. III
Texas A&M University
Student Activities
College Station, TX 77843-1236
Phone: (409) 845-0339
Fax: (409) 847-8854
No. 21073 3 P

COATES, Janis L.
Dean of Students
Hamilton College
198 College Hill Rd.
Clinton, NY 13323
Phone: (315) 859-4020
No. 2555 2 V

COATES, Roberta
Assoc. Dir. Campus Programs
University of Maryland
2104 Stamp Union
College Park, MD 20742
Phone: (301) 314-8502
Fax: (301) 314-7026
No. 21642 2 P

COATIE, Robert M.
Director, Minority Student Src
Florida International Univ.
University Park, G C 216
Miami, FL 33199
Phone: (305) 348-2436
No. 10223 3 P

COBB, Elizabeth
Student Activities Coordinator
Southeastern Oklahoma State U
Box 4030
Durant, OK 74701-0609
Phone: (405) 924-0121
No. 14129 4W P

COBB, Rebecca
42 S. Berkeley Avenue Apt. #3
Pasadena, CA 91107
Phone: (818) 585-7386
No. 21006 6 A

COBBS-CLAYBORNE, Ruth E.
Dean-Student/Counseling Serv.
State Comm Coll of E St Louis
601 James R. Thompson Blvd.
East St Louis, IL 62201
Phone: (618) 274-6666
No. 2533 4E V

COBURN, Alison
1880 Commonwealth Ave. Apt. 16
Brighton, MA 02135
Phone: (617) 731-7108
No. 20081 1 S

COBURN, Karen Levin
Associate Dean of Students
Washington University
One Brookings Drive, Box 1136
St. Louis, MO 63130
Phone: (314) 889-5040
No. 10881 4W P

COCCHIARELLA, Frank
Asst Director Residence Life
Plymouth State College
7 Sumner St
Plymouth, NH 03264
Phone: (603) 535-2260
No. 17294 1 P

COCHRAN, Jill
Assoc Dir Residential Life
Barnard College
3009 Broadway
New York, NY 10027
Phone: (212) 854-3417
No. 17161 2 P

COCKRIEL, Irvin W.
Chair, Dept Higher Ed
Univ of Missouri-Columbia
301 Hill Hall
Columbia, MO 65211-0211
Phone: (314) 882-8231
E-mail: EDRSR438@UMCVMB
No. 10450 4W P

COCKRILLE, Donnalee A.
Interim Dean - Student Affairs
Marshall University
400 Hal Greer Blvd.
Huntington, WV 25755-3000
Phone: (304) 696-6422
No. 2592 2 V

COCKS, Catherine L.
Hall Director
University of Connecticut
U-152, 82 North Eagleville Rd
Storrs, CT 06269
Phone: (203) 486-1538
E-mail: MAC5@UCONNVM.
UCONN.EDU
No. 15166 1 P

CODY, Paul V.
270 First Avenue 1LD
New York, NY 10009
Phone: (212) 673-6437
No. 21934 2 S

COE-PERKINS, Sherri N.
Vice President-Student Affairs
Marquette University
1442 W. Wisconsin Ave. #437
Milwaukee, WI 53233
Phone: (414) 288-7206
No. 371 4E V

COFFEY, Patrick
Dean of Students
Milwaukee Sch of Engineering
1025 N. Broadway
Milwaukee, WI 53202-3109
Phone: (414) 277-7226
No. 356 4E V

COFFINA, Deborah
1116 Calibre Woods Drive NE
Atlanta, GA 30329
Phone: (404) 636-5157
No. 19102 3 S

COGDILL, Cynthia
Residence Life Coordinator
Columbia University
113 Wallach Hall
New York, NY 10027
Phone: (212) 854-7571
No. 15408 2 P

COGDILL, Lois
Associate Dean of Students
Concordia College
901 South 8th St
Moorhead, MN 56560
Phone: (218) 299-3455
No. 20412 4E P

COHEN, Alicia P.
Coord. of Leadership Developm.
Virginia Tech
329 Squires Student Center
Blacksburg, VA 24061-0138
Phone: (703) 231-5725
No. 11965 3 P

COHEN, Frances C.
Director of Student Life
University of Rhode Island
332 Memorial Union
Kingston, RI 02881
Phone: (401) 792-2101
No. 5126 1 P

COHEN, Julie
Asst Director of Resident Life
La Salle University
1900 West Olney Ave. Box 819
Philadelphia, PA 19141
Phone: (215) 951-1550
No. 19293 2 P

COLANER, Kevin T.
Student Activities Consultant
University of So. California
195 Duranzo Aisle
Irvine, CA 92714
Phone: (213) 740-5693
Fax: (213) 749-9781
No. 15452 6 P

COLBERT-KERNS, Sheila
Dean of Student Services
Malaspina College
900 Fifth Street Nanaimo
B.C. CANADA V9R 5S5
Phone: (604) 755-8750
Fax: (604) 741-2494
No. 10098 5 V

COLBY, Charles W.
Asst. VP for Administration
University of Tulsa
2821 E. 8th
Tulsa, OK 74104
Phone: (918) 631-2516
E-mail: Hous_cwc@VAX2.UTULSA.EDU
No. 15516 4W P

COLDWELL, LuAnn Linson
PhD Cand./Ldrshp. Inst.
Kent State University
P.O. Box 266
Randolph, OH 44265-0356
Phone: (216) 325-0907
No. 14849 4E S

COLE, Charlene
Assoc VP /Dean of Students
St. Mary's College of Maryland
Dean of Students Office
St Mary's City, MD 20686
Phone: (301) 862-0208
No. 1826 2 V

COLE, Charlene H.
Assoc Vice President
St. Mary's College
Charles 1
St. Mary's, MD 20686
Phone: (301) 862-0208
No. 5622 2 P

COLEGROVE, Michael B.
Vice President Student Service
Cumberland College
7197 College Station Drive
Williamsburg, KY 40769
Phone: (606) 549-2200
No. 20188 3 A

COLEMAN, David
Asst. Dir. - Residence Life
University of Iowa
1106 Quadrangle Hall
Iowa City, IA 52242
Phone: (319) 335-9167
Fax: (319) 335-9975
No. 1427 4E P

COLEMAN, Dayna
Director of Student Activities
Whitworth College
Spokane, WA 99251
Phone: (509) 466-3276
No. 9444 5 A

COLEMAN, Lynn
Dean of Students
Regis College
235 Wellesley Street
Weston, MA 02193
Phone: (617) 893-1820
No. 1787 1 V

COLLER, Mary
Residence Hall Director
Ball State University
Schmidt Hall
Muncie, IN 47306
Phone: (317) 285-1443
No. 17828 4E P

COLLICK, Norman L.W.
Asst to the Exec VP
Bergen Community College
400 Paramus Road
Paramus, NJ 07652
Phone: (201) 447-9211
Fax: (201) 445-8532
No. 8710 2 P

COLLIER, Cathy
Director, Information
University of Alaska-Anchorage
3211 Providence Dr Adm 171
Anchorage, AK 99508
Phone: (907) 786-1019
No. 15047 5 P

COLLIER, Julie
Vice Pres & Dean of Students
Goucher College
Towson, MD 21204
Phone: (410) 337-6150
No. 10945 2 A

COLLIER, Troy
Associate Dean of Students
University of South Florida
4202 E. Fowler Avenue
Tampa, FL 33620
Phone: (813) 974-2151
No. 4749 3 P

COLLINS, Burton A.
Associate Dean
Governors State University
University Park, IL 60466
Phone: (708) 534-5000
No. 1126 4E V

COLLINS, Denise
Coord-Staff Devt & Training
SUNY Cortland
Residential Svcs, PO Box 2000
Cortland, NY 13045
Phone: (607) 753-4724
Fax: (607) 753-5984
E-mail: COLLINSD@SNYCORVA.CORTLAND.EDU
No. 17803 2 P

COLLINS, Don L.
Dir. of Dev. & Marketing
UNC at Chapel Hill
Stu. Affairs/105 Steele/CB5000
Chapel Hill, NC 27599-5000
Phone: (919) 966-4045
Fax: (919) 962-2090
E-mail: DC011445@UNCVX1.OIT.UNC.EDU
No. 21311 3 P

COLLINS, John
Director, Housing & Res. Life
Ball State University
LN 10 / Housing Office
Muncie, IN 47306
Phone: (317) 285-8005
No. 1212 4E P

COLLINS, L. Victor
Dir., Stu. Act. & Minority Affairs
VA Commonwealth University
907 Floyd Ave., Box 2035
Richmond, VA 23284
Phone: (804) 367-6509
Fax: (804) 367-6182
E-mail: VCOLLINS@CABELL.VCU.EDU
No. 21455 3 P

COLLINS, Mark T.
V P for Institutional Services
North Central Tech College
P.O. Box 698
Mansfield, OH 44901
Phone: (419) 755-4815
Fax: (419) 755-4750
No. 806 4E V

COLLINS, Susan E.
Director Student Support Serv.
Lord Fairfax Community College
PO Box 47
Middletown, VA 22645
Phone: (703) 869-1120
Fax: (703) 869-7881
No. 20382 3 A

COLOMBO, Chris
Dean of Students
Columbia University
510 S. Wintersmith Mudd Bldg
New York, NY 10027
Phone: (212) 854-2961
No. 5 2 P

COLPITTS, Kelly L.
Associate Manager
Colorado State University
500 W. Prospect #3B
Ft. Collins, CO 80526
Phone: (303) 491-0728
No. 15832 4W S

COLVIN, Wayne
Director-SG Housing/Greek Life
Bowling Green State University
425 Student Services
Bowling Green, OH 43403
Phone: (419) 372-2151
No. 249 4E P

COLWELL, Bruce W.
Associate Dean of Students
Carleton College
1 N. College Street
Northfield, MN 55057
Phone: (507) 663-4077
E-mail: BCOLWELL@Carleton.edu
No. 10750 4E P

COMBER, Lynn C.
Asst. Director Stu Activities
Gettysburg College
Campus Box 430 C.U.B.
Gettysburg, PA 17325
Phone: (717) 337-6301
No. 19270 2 P

COMCOWICH, Jerome M.
2512 A S. Walter Reed Drive
Arlington, VA 22206
Phone: (202) 708-5547
Fax: (202) 708-9814
E-mail: jerry_comcowich@doed.gov
No. 16009 3 P

COMFORT, Stuart
Grad Asst Student Programming
University of Arkansas
2784 Coy Kaylor Drive #10
Fayetteville, AR 72703
Phone: (501) 575-7624
No. 18702 4W S

COMMERFORD, Gerald W.
Associate Dean of Students
Bucknell University
207 Langong Center
Lewisburg, PA 17837
Phone: (717) 524-1601
No. 11095 2 P

COMPTON, Lawrence E.
Complex Director
Northern Kentucky University
20 Campbell Drive
Highland Heights, KY 41076
Phone: (606) 572-6423
Fax: (606) 572-6099
No. 17865 3 P

COMPTON, Lynn
Dir., Univ. Career Services
Southwest MO State University
901 S. National
Springfield, MO 65804
Phone: (417) 836-5636
Fax: (417) 836-6797
No. 21457 4W P

CONDON, Jacquelyn S.
Dean of Students
Monmouth College
700 E. Broadway
Monmouth, IL 61462
Phone: (309) 457-2113
No. 1641 4E V

CONDON, William
Vice President-Student Affairs
King's College
133 North River Street
Wilkes-Barre, PA 18711
Phone: (717) 826-5878
No. 1740 2 V

CONJAR, Sr. Catarin
Vice President-Student Affairs
Immaculata College
Immaculata, PA 19345
Phone: (215) 647-4400
No. 11985 2 A

CONKLE, Kelly L.
100 Jardine Terrace Apt. E28
Manhattan, KS 66502
Phone: (913) 632-6611
No. 18615 4W S

CONKLIN, Diana K.
Acting Dir. Residential Ed.
Stanford University
306 Old Union
Stanford, CA 94305
Phone: (415) 725-2800
Fax: (415) 725-6227
E-mail: CM.DIE@FORSYTHE.STANFORD.EDU
No. 21025 6 P

CONKLIN, Steven E.
Asst. Dir. Residence Life
Southwest Texas State Univ.
320 J.C. Kellam Bldg.
San Marcos, TX 78666
Phone: (512) 245-3705
Fax: (512) 245-3040
E-mail: SC06@SWTEXAS
No. 8816 3 P

CONLEY, Joanne
Dean Student Development Servs
Marymount College
30800 Palos Verdes Drive East
Rancho Palos Verdes, CA 90274
Phone: (310) 377-5501
No. 9369 6 V

CONLON, Joanne C.
Assoc. Dir.-Residential Progr.
SUNY Stony Brook
Div. of Campus Residences
Stony Brook, NY 11794-4444
Phone: (516) 632-6750
Fax: (516) 632-9211
E-mail: jconlon@ccmail.sunysb.edu
No. 2163 2 P

CONNEELY, Anthony F.
Dean of Students
Sullivan County Comm College
PO Box 4002
Loch Sheldrake, NY 12759-4002
Phone: (914) 434-5750
No. 5454 2 V

CONNEELY, James F.
Director of Residential Life
University of Arkansas
1195 Cleveland, Hotz Hall
Fayetteville, AR 72701
Phone: (501) 575-7825
No. 17802 4W P

CONNELLY, Amy Reece
Assoc. Dir., Career Services
Butler University
4600 Sunset Ave
Indianapolis, IN 46208
Phone: (317) 283-9383
Fax: (317) 921-6443
E-mail: CONNELLY@BUTLER.EDU
No. 10371 4E P

CONNELLY, Nancy Maguire
Acting Dean of Students
St. Joseph College
1678 Asylum Avenue
W. Hartford, CT 06117
Phone: (609) 771-3029
No. 15475 1 A

CONNER, Beth
Director, Student Life
Southwest State University
1501 State Street
Marshall, MN 56223
Phone: (507) 537-6136
Fax: (507) 537-7154
No. 21088 4E P

CONNER, Deborah Shaw
Associate Director
Auburn University
Cater Hall/ Student Activities
Auburn, AL 36849
Phone: (205) 844-4710
No. 12576 3 P

CONNER, Harold F.
Director of Counseling
Wentworth Inst of Technology
550 Huntington Ave.
Boston, MA 02115
Phone: (617) 442-9010
No. 9403 1 P

CONNER, Timothy J.
Assistant Director Programs
Lamar University
PO Box 10018
Beaumont, TX 77710
Phone: (409) 880-8734
No. 14202 3 P

CONNOLLY, Mark R.
Outreach Coordinator
University of Vermont
146 S. Williams St
Burlington, VT 05405
Phone: (802) 656-3348
E-mail: mconnoll@moose.uvm.edu
No. 17697 1 P

CONNOLLY, Michael P.
Area Coordinator
Catholic University
620 Michigan Ave, NE
Washington, DC 20064
Phone: (202) 319-5615
No. 15725 2 P

CONNOLLY, Rachel
University of Arizona
2525 N. Los Altos, Apt. 102
Tucson, AZ 85705
Phone: (602) 623-1911
No. 20795 6 S

CONNOR, Marilyn D.
Director, Student Development
University of Oklahoma
900 Asp Room 210
Norman, OK 73019
Phone: (405) 325-6873
No. 19015 4W P

CONNOR, Patrick
Assoc Director- Residence Life
Indiana University
801 N. Jordan, Room 210
Bloomington, IN 47405
Phone: (812) 855-1764
No. 12519 4E P

CONRAN, Eileen P.
Assistant Dean of Students
Stockton State College
747 Bay Avenue
Somers Point, NJ 08244
Phone: (609) 652-4645
No. 21091 2 P

CONSOLVO, Camille
Coordinator Student Development
Univ of Missouri-Rolla
106 Norwood Hall
Rolla, MO 65401
Phone: (314) 341-4292
Fax: (314) 341-6333
No. 18965 4W P

CONTE, Joseph V.
Graduate Advisor
Michigan State University
345 North Case Hall
East Lansing, MI 48825-1205
E-mail: CONTEJOS@STUDENT.MSU.EDU
No. 18696 4E S

CONWAY, Erica
Graduate Resident Advisor
Michigan State University
344 N. Case Hall
East Lansing, MI 48825-1205
Phone: (517) 355-7247
E-mail: conwayer@student.msu.edu
No. 20677 4E S

CONWAY, Patrick
Vice President Student Develop
Saint Mary's College
700 Terrace Heights #50
Winona, MN 55987-1399
Phone: (507) 457-1781
No. 5395 4E V

COOK, Barbara Beth
5201 Springlake Pkwy. #402
Fort Worth, TX 76117
Phone: (817) 788-9002
No. 21439 3 S

COOK, Christine E.
Orientation Coordinator
Wayne State University
HNJ, 2 East
Detroit, MI 48202
Phone: (419) 372-2843
E-mail: CECOOK@CMS.CC.WAYNE.EDU
No. 17600 4E P

COOK, Eugene
Counselor/Associate Professor
Niagara Co. Community College
3111 Saunders Settlement Rd
Sanborn, NY 14132
Phone: (716) 731-3271
No. 6405 2 A

COOK, J. Kim
Student Recruitment Specialist
Houston Comm. College System
5514 Clara
Houston, TX 77041
Phone: (713) 466-6654
No. 21682 3 A

COOK, Kevin
Area Coordinator
Arizona State University
Residential Life
Tempe, AZ 85287-0212
Phone: (602) 965-1532
No. 20358 6 P

COOK, Rosanne G.
Assoc VP Academic Support Srv
St. Ambrose University
518 West Locust St.
Davenport, IA 52803
Phone: (319) 383-8704
No. 21236 4E P

COOK-JONES, Jacqueline
68 Renny's Mobile Village
Buckhannon, WV 26201
Phone: (304) 472-9263
No. 20776 2 S

COOKE, Kenneth D.
Dir Student Develop Programs
Clemson University
113 Holtzendorff
Clemson, SC 29634 4003
Phone: (803) 656-0510
No. 12717 3 P

COOMBS, Katherine C.
Resident Director
Franklin Pierce College
Office of Residential Life
Rindge, NH 03461
Phone: (603) 899-4381
No. 19584 1 P

COOMES, Michael D.
Asst Prof of Higher Education
Bowling Green State University
330 Education Building
Bowling Green, OH 43403
Phone: (413) 372-7382
E-mail: MCOOMES@ANDY.BGSU.EDU
No. 18017 4E P

COON, Carolyn V.
Administrative Assistant
Kansas State University
103 Pittman Building
Manhattan, KS 66506
Phone: (913) 532-7659
Fax: (913) 532-6855
No. 21044 4W S

COONLEY, Mary
Assistant Complex Director
Mankato State University
McElroy Ctr/410 Ellis Ave #E-1
Mankato, MN 56001
Phone: (507) 389-1066
No. 19080 4E S

COONS, Christine Jansen
University of Florida
2038 Jennings Hall
Gainesville, FL 32612
Phone: (904) 846-8920
No. 20163 3 S

COOPER, Bill
Asst. Coord., DRC
University of Calif., Davis
P.O. Box 72781
Davis, CA 95617
Phone: (916) 752-3184
Fax: (916) 752-7706
E-mail: bwcooper@ucdavis.edu
No. 21045 6 P

COOPER, Carol J.
Assistant Director
North Carolina School of Arts
PO Box 12189
Winston Salem, NC 27117-2189
Phone: (919) 772-3280
No. 8942 3 P

COOPER, Clinton
District Dean of Students
Miami-Dade Community College
300 N.E. Second Avenue
Miami, FL 33132
Phone: (305) 237-7401
No. 21122 3 A

COOPER, Diane L.
Assistant Professor
Appalachian State University
201-G Duncan Hall
Boone, NC 28608
Phone: (704) 262-6046
Fax: (704) 262-2128
E-mail: COOPERDL@CONRAD.APPSTATE.EDU
No. 21979 3 P

COOPER, Diane M.
Asst. Dir. of Campus Life
Regis University
3333 Regis Boulevard
Denver, CO 80221
Phone: (919) 770-3282
No. 6773 4W P

COOPER, Frances E.
Assoc. Dir./Student Resources
K U Medical Center
3901 Rainbow
Kansas City, KS 66160
Phone: (913) 588-4687
Fax: (913) 577-4686
No. 20916 4W P

COOPER, Jay R.
Asst. Director - Student Life
Grand Valley State University
Student Life,
Allendale, MI 49401
Phone: (616) 895-3295
No. 6922 4E P

COOPER, Keith H.
Student Services-Oxford Poly.
Gipsy Lane, Headington
Oxford OX3 OBY
ENGLAND
0865-819196
No. 14722 1 A

COOPER, Michael E.
Dean of Students
Clarkson University
Box 5635
Potsdam, NY 13699-5635
Phone: (315) 268-6620
No. 8465 2 A

COOPER, Robert
Resident Director
U of California-Los Angeles
401 Circle Drive West
Los Angeles, CA 90024
Phone: (310) 825-5575
No. 18249 6 P

COPELAND, Connie
Assoc. to VP Student Affairs
Western Washington University
Old Main 390
Bellingham, WA 98225
Phone: (206) 650-3839
E-mail: copeland@henson.cc.wwu.edu
No. 940 5 P

COPLAND, Barbara A.
Associate Director, Jud. Affrs
Penn State University
864 W. Aaron Dr.
State College, PA 16803
Phone: (814) 863-4926
E-mail: BCW1@PSUAdmin
No. 15531 2 P

COPPOLA, Janine
Graduate Assistant
Bowling Green State University
425 Student Services Building
Bowling Green, OH 43403
Phone: (419) 372-2586
E-mail: jcoppol@andy.bgsu.edu
No. 20924 4E S

CORBAN, Susan
Assistant Director
University of New Mexico
SAC, Student Union 105
Albuquerque, NM 87131-2026
Phone: (505) 277-3366
No. 16930 4W P

CORCORAN, William
Dean of Student Affairs
Cal State Univ-Fresno
Student Affairs Office
Fresno, CA 93740 0067
Phone: (209) 294-2541
No. 2213 6 V

CORDAY, Christopher
Residence Hall Director
Central MO State University
RHD Apt. Bradshaw Hall
Warrensburg, MO 64093
Phone: (816) 543-4124
No. 21542 4W S

CORDOVA, D. James
Resident Assistant
Utah State University
Rich Hall Manager's Apt.
Logan, UT 84321
Phone: (801) 750-6915
No. 21626 5 S

CORLEY, Francine
Director of Campus Life
Chaminade University
3140 Waialae Ave
Honolulu, HI 96816
Phone: (808) 735-4760
No. 17359 6 A

CORMANY, Dan
Dean of Students
Ringling School Art & Design
2700 N. Tamiami Tr.
Sarasota, FL 34234
Phone: (813) 351-1461
No. 12828 3 V

CORRADINI, Andrea
Complex Director
Syracuse University
304 Steele Hall
Syracuse, NY 13244
Phone: (315) 443-3522
No. 19403 2 P

CORRELLUS, JR., Raymond E.
Resident Director
Bridgewater State College
Housing Office
Bridgewater, MA 02325
Phone: (508) 697-1277
No. 20027 1 P

CORRENTI, Richard J.
Vice President-Student Affairs
Florida International Univ
University Park
Miami, FL 33199
Phone: (305) 348-2797
Fax: (305) 348-1957
E-mail: CORRENTI@SERVAX.FIU.EDU
No. 1183 3 V

CORTESE, Philip
Asst Dean of Students
Florida Institute of Tech
150 W. University Blvd.
Melbourne, FL 32901
Phone: (407) 768-8000
No. 6800 3 P

CORTI, Thomas G.
Student Activities Office
Univ of Houston-Downtown
One Main St
Houston, TX 77002
Phone: (713) 221-8682
No. 12569 3 A

COSGROVE, Edward T.
Tutorial Coordinator
Marywood College
2300 Adams Ave
Scranton, PA 18509
Phone: (717) 348-6243
No. 21089 2 P

COSGROVE, Thomas J.
Associate Dean of Students
University of San Diego
5998 Alcala Park
San Diego, CA 92110
Phone: (619) 260-4589
No. 19579 6 P

COSTANTINO, Art
Vice President Student Affairs
Evergreen State College
L 3236
Olympia, WA 98505
Phone: (206) 866-6000
No. 11055 5 V

COSTAR, Deborah
Asst to VP for Student Affairs
University of Washington
471 Schmitz Hall, PB-10
Seattle, WA 98195
Phone: (206) 543-4630
No. 20704 5 P

COTTLE, Christopher
Assistant Dean Student Life
Essex County College
303 University Avenue
Newark, NJ 07012
Phone: (201) 877-3208
No. 20218 2 A

COUGHLIN, Eileen V.
Assoc VP for Student Services
Northern Arizona University
PO Box 4086
Flagstaff, AZ 86011-4086
Phone: (602) 523-6116
No. 8952 6 P

COULTER, Julie
Asst. Dean of Students
Belmont University
1900 Belmont Boulevard
Nashville, TN 37203
Phone: (615) 385-6407
Fax: (615) 385-6497
No. 21323 3 A

COUNIHAN, Brian T.
Dean Of Students
Concordia University
7141 Sherbrooke St. W.
Quebec, Canada H4B IR6
Phone: (514) 848-3500
No. 2512 1 V

COURTNEY, Kathy A.
Dir, Ctr. Leadership/Service
Seattle University
206 Student Union
Seattle, WA 98112
Phone: (206) 296-6040
Fax: (206) 296-2545
No. 1362 5 P

COURTNEY, Robert
Dir Student Development
Northern State University
1200 S. Jay Street
Aberdeen, SD 57401
Phone: (605) 626-3007
No. 3046 4W P

COUSINS, Michael
Asst Dir-Office Community Svcs
Colorado State University
1610 Westbridge #G40
Fort Collins, CO 80526
Phone: (303) 491-1682
E-mail: mcousins@vines.colostate.edu
No. 17805 4W P

COUSINS, Sheri L.
Program Coordinator
University of Maine
Rm 12 Cutler Health Center
Orono, ME 04469
Phone: (207) 581-4561
No. 8407 1 P

COVINO, Elizabeth
Dean of Student Life
Johnson & Wales University
8 Abbott Park Place
Providence, RI 02903
Phone: (401) 455-2885
No. 17293 1 A

COWAN, Jeanine R.
Coord./Leadership Development
Community College of Denver
P.O. Box 173363/Campus Box 205
Denver, CO 80217-3363
Phone: (303) 556-2597
Fax: (303) 556-2863
No. 21882 4W P

COWLES, John
Learning Disabilities Spec.
Wayne State University
583 Student Center
Detroit, MI 48202
Phone: (313) 577-1851
Fax: (313) 577-0617
E-mail: JCOWLES@teadmin.stuaffrs.wayne.edu
No. 15254 4E P

COX, Elizabeth Mastoris
Career Coordinator
Olney Central College
305 Northwest Street
Olney, IL 62450
Phone: (309) 438-3787
No. 19146 4E S

COX, Heidi J.
Asst Dir Housing & Resid Progr
Clark University
Housing Office - 950 Main St.
Worcester, MA 01610
Phone: (508) 793-7453
No. 20754 1 P

COX, Janet E.
Director HUB & Student Activ.
Dickinson College
PO Box 1773
Carlisle, PA 17013
Phone: (717) 245-1671
Fax: (717) 245-1899
E-mail: tellcox@Dickinson
No. 19420 2 P

COX, Marvin H.
Academic Advisor
Old Dominion University
209 Ward Drive
Hampton, VA 23669
Phone: (804) 683-3699
No. 21704 3 P

COX, Richard L.
Assoc. VP of Student Affairs
Duke University
209 Flowers Building
Durham, NC 27708
Phone: (919) 684-5363
No. 8425 3 A

COYNE, Ann
Associate Vice President
Fitchburg State College
160 Pearl St
Fitchburg, MA 01420
Phone: (508) 345-2151
Fax: (508) 343-4311
No. 18632 1 P

COYNE, Elizabeth
Director of Counseling
Northern Essex Community Coll.
Elliott Way
Haverhill, MA 01830
Phone: (508) 374-3790
No. 21160 1 P

COYNE, Thomas E.
Retired
Western Michigan University
1584 Spruce Dr.
Kalamazoo, MI 49008
Phone: (616) 349-9307
No. 15236 4E P

CRABTREE, Paul D.
Vice President-Student Affairs
Shawnee State University
940 Second Street
Portsmouth, OH 45662
Phone: (614) 354-3204
No. 14739 4E V

CRADDOCK, Amy Therese
1631 East Blacklidge
Tucson, AZ 85719
Phone: (602) 327-6721
No. 20472 6 S

CRADY, Thomas
Dean of Student Affairs
Grinnell College
P.O. Box 805
Grinnell, IA 50112
Phone: (515) 269-3700
No. 564 4E V

CRAFT, Gary
Assoc Dean of Students
Life Chiropractic College
1269 Barclay Circle
Marietta, GA 30060
Phone: (404) 424-0554
No. 5553 3 V

CRAFTS, Rod
Dean of Student Affairs
Brandeis University
PO Box 9110
Waltham, MA 02254
Phone: (617) 736-3600
No. 1814 1 V

CRAIG, David
Residence Life Coordinator
Calif. State Univ.-Los Angeles
5600 Paseo Rancho Castilla
Los Angeles, CA 90032
Phone: (213) 343-4810
Fax: (213) 343-6465
No. 12521 6 P

CRAIG, Ross Ann
Vice President-Student Develp.
Delaware Co. Community College
Dean of Students Office
Media, PA 19063
Phone: (215) 359-5320
No. 1967 2 V

CRAIG, Sindy L.
Adams Center Coordinator
University of Oklahoma
1406 Asp Avenue
Norman, OK 73019
Phone: (405) 325-4802
Fax: (405) 325-7117
No. 21627 4W P

CRAIG, Theron A.
1111 Wilder Avenue #11B
Honolulu, HI 96822
Phone: (808) 599-5704
No. 9514 6 S

CRAIN, Sharon
Asst. Executive Director
Cal Polytech State University
UU212: Cal Poly
San Luis Obispo, CA 93407
Phone: (805) 756-1281
No. 14803 6 P

CRAMER, Walter E.
Director of Student Services
School for Intl Training
Kipling Road
Brattleboro, VT 05302
Phone: (802) 258-3361
No. 15188 1 A

CRANDALL, David
Director-Student Activities
Univ of Southern California
5724 Norwich Avenue
Van Nuys, CA 91411
Phone: (213) 740-5693
Fax: (213) 749-9781
E-mail: dcrandal@mizar.usc.edu
No. 346 6 P

CRANE, Leigh A.
Dean of Campus Life
McMurry University
MCM Station, Box 716
Abilene, TX 79697
Phone: (915) 691-6372
Fax: (915) 691-6599
No. 21681 3 A

CRANSTON, Pamela
Asst Dean for Student Affairs
Johns Hopkins University
School of Continuing Studies
Baltimore, MD 21218
Phone: (410) 516-8202
No. 18865 2 P

CRAWFORD II, Alfred E.
Coordinator Special Projects
Univ of Nebraska-Omaha
60th & Dodge Streets
Omaha, NE 68182-0299
Phone: (402) 554-2409
E-mail: RUSTY@UNOMAHA.EDU
No. 5796 4W P

CRAWFORD, Raymon
Vice President-Student Affairs
Morehouse College
830 Westview Drive, SW
Atlanta, GA 30314
Phone: (404) 681-2800
No. 6486 3 V

CRAWFORD, Sarah N.
Director of Student Activities
Rice University
PO Box 1892
Houston, TX 77251
Phone: (713) 527-4097
Fax: (713) 285-5931
E-mail: SACT@rice.edu
No. 5836 3 P

CRAWFORD, Sharon P.
21 Omega Drive
Piqua, OH 45356
Phone: (513) 773-4026
No. 17078 4E P

CRAWFORD, Susie
3529 East Broadway #5
Long Beach, CA 90804
Phone: (310) 433-9676
No. 20720 6 S

CRAYTON, Stephanie
So. IL Univ. at Edwardsville
524-2C Tower Lake Apartments
Edwardsville, IL 62025
No. 20556 4E H

CREAMER, Don
Professor
VA Polytech & State Univ
College of Education
Blacksburg, VA 24061-0302
Phone: (703) 231-9705
E-mail: DGC@VTVM1
No. 6053 3 P

CREEDEN, John E.
Associate Provost
Rutgers University
18 Bishop Place
New Brunswick, NJ 08903
Phone: (908) 932-7721
No. 5966 2 P

CREERY, Marion
Director of Student Services
Ryerson Polytech Institute
350 Victoria St, Toronto
Ontario, Canada M5B 2K3
Phone: (416) 979-5187
No. 187 4E V

CREES, Sharon
Director of Residence
Mount Mary College
2900 N. Menomonee River Pkwy.
Milwaukee, WI 53222
Phone: (414) 258-4810
No. 17551 4E A

CRESS, Christine
Coordinator-Career Planning
Western Washington University
280 Old Main
Bellingham, WA 98225
Phone: (206) 650-3240
Fax: (206) 650-3293
E-mail: ccress@henson.cc.wwu.edu
No. 15910 5 P

CREWS, Hester B.
Asst to VP Student Affairs
Austin Peay State University
PO Box 4598
Clarksville, TN 37044
Phone: (615) 648-7341
No. 17355 3 P

CREWS, William
Vice President Student Affairs
DeKalb College
3251 Panthersville Rd.
Decatur, GA 30034
Phone: (404) 244-2262
No. 1205 3 V

CRIMMIN, Nancy Papagno
Asst. Dir. of Residential Life
Assumption College
500 Salisbury Street
Worcester, MA 01615
Phone: (508) 752-5615
No. 20963 1 P

CRISLER, Johnny L.
Dean of Students
Hinds Community College-Utica
P.O. Box 116
Utica, MS 39175
Phone: (601) 885-6062
Fax: (601) 885-6026
No. 2737 3 V

CRISLEY, Faith
Assistant Director
Northeastern University
1 Nightingale Hall
Boston, MA 02115
Phone: (617) 373-3314
No. 15788 1 P

CRISSMAN, Jennifer L.
Director of New Students
Mount Saint Mary College
330 Powell Avenue
Newburgh, NY 12550
Phone: (914) 569-3256
Fax: (914) 562-6762
E-mail: crissman@studev1.msmc.edu
No. 17371 2 P

CRITZER, Patrick
Hall Director
University of Tenn-Knoxville
1910 Caleponia Avenue
Knoxville, TN 37916
Phone: (704) 262-8594
No. 17393 3 P

CROCKER, Richard R.
Dean of College Life
Elizabethtown College
One Alpha Drive
Elizabethtown, PA 17022
Phone: (717) 361-1196
No. 1800 2 V

CROSS, Michael
Asst. Dir. of Stud. Activities
Assumption College
500 Salisbury Street
Worcester, MA 01615
Phone: (508) 752-5615
No. 19687 1 P

CROWDER, Melinda
VA Polytech & State Univ
5118 Cherokee Hills
Salem, VA 24153
Phone: (703) 380-2236
No. 19704 3 S

CROWNINSHIELD, John D.
Resident Director, L & C Hall
Northwest College
231 W. Sixth Street
Powell, WY 82435
Phone: (307) 754-6165
No. 20100 4W P

CRUGER, Harold
Asst VP-Student Support Serv.
Wayne State University
470 Student Center Bldg
Detroit, MI 48202
Phone: (313) 577-3353
No. 3063 4E P

CRUST, Susan L.
International Student Advisor
Oregon State University
2360 NW Rolling Green Dr. #89
Corvallis, OR 97330
Phone: (503) 737-3006
Fax: (503) 737-6482
E-mail: crusts@ccmail.orst.edu
No. 14856 5 S

CRUTCHER, Addie B.
Dir Minority/Int'l Student Aff
University of Montevallo
Station 6565, Farmer Hall
Montevallo, AL 35115
Phone: (205) 665-6565
Fax: (205) 665-6566
No. 9828 3 P

CUEVAS, Frank
Residence Hall Director
357 Morrill Tower
1900 Cannon Drive
Columbus, OH 43210
Phone: (614) 292-0866
No. 19346 4E P

CULLEN, Jeff
Community Development Coord.
James Madison University
JMU Box 6903
Harrisonburg, VA 22807
Phone: (703) 568-3598
E-mail: ORL_JCULLEN@VAX1.ACS.JMU.EDU
No. 19805 3 S

CULLINS, Maureen D.
Dean/Campus Community Develop.
Duke University
Box 90937
Durham, SC 27708
Phone: (919) 684-6756
No. 19377 3 A

CULPEPPER, JR., Anthony C.
Assistant Coordinator
Rutgers College/Bishop House
Rm. 109 115 College Avenue
New Brunswick, NJ 08903
Phone: (908) 932-7209
Fax: (908) 932-1507
No. 21555 2 P

CULVER, Amber
Director of Housing
Eastern Kentucky University
Coates Box 21-A
Richmond, KY 40475
Phone: (606) 622-1515
No. 12056 3 P

CUMMINGS, Peter D.
26 Brooks Street
Brighton, MA 02135
Phone: (617) 253-3913
No. 21442 1 S

CUMMINS, Daniel
Area Coordinator
University of Cincinnati
Dabney Hall Mail Location 45
Cincinnati, OH 45221-0045
Phone: (513) 556-6461
No. 12348 4E P

CUMMINS, Sherri M.
Lory Apt. Manager
Colorado State University
905 West Laurel #102
Ft. Collins, CO 80521
Phone: (303) 495-5251
No. 18728 4W S

CUMMINS-COLLIER, Carol
Associate Dean of Students
University of Dayton
300 College Park
Dayton, OH 45469-0962
Phone: (513) 229-3321
No. 4990 4E P

CUNNINGHAM, John
Vice President For Student Services
Bethany College
201 Cramblet Hall
Bethany, WV 26032
Phone: (304) 829-7633
No. 2099 2 V

CUNNINGHAM, John J.
VP & Dean-Student Affairs
Franklin Pierce College
PO Box 60 College Road
Rindge, NH 03461-0060
Phone: (603) 899-4147
No. 749 1 V

CUNNINGHAM, Michael J.
Asst to Dean of Students
Roger Williams University
1 Old Ferry Road
Bristol, RI 02809
Phone: (401) 254-3386
E-mail: mcunningham@acc.rwu.edu
No. 19094 1 P

CUNNINGHAM, Peg
Asst Dir- Int'l Student Affs
Fairleigh Dickinson University
1000 River Road Univ. Crt 10
Teaneck, NJ 07666
Phone: (201) 692-2743
No. 19258 2 P

CUPKIE, Lynn
VP Student/Admin Services
Southwest State University
1501 State Street
Marshall, MN 56258
Phone: (507) 537-6241
No. 7828 4E V

CURETON, Douglas G.
Associate Director
Rhode Island College
600 Mt. Pleasant Avenue
Providence, RI 02908
Phone: (401) 456-8034
No. 8363 1 P

CURL, James F.
Professor & Programs Director
College Student Development
Alfred Univ. - 26 No. Main St.
Alfred, NY 14802
Phone: (607) 871-2219
Fax: (607) 871-2339
E-mail: fcurl@bigvax.edu
No. 17056 2 P

CURL, Letrice M.
Residential Life Coordinator
Sonoma State University
1701 E. Cotati Avenue
Rohnert Park, CA 94928
Phone: (707) 664-3556
Fax: (707) 664-4158
No. 16978 6 S

CURLEY, Judith M.
Student Development Coord
Pennsylvania State University
215 HUB
University Park, PA 16802
No. 15192 2 P

CURRAN, Terrence M.
Associate Dean of Student Life
Lehigh University
UC #29, Room 210
Bethlehem, PA 18015
Phone: (215) 758-4159
No. 11792 2 P

CURRIE, Herbert L.
SDS III
Texas A&M University
P.O. Box J - 1
College Station, TX 77844-9081
Phone: (409) 845-7626
Fax: (409) 845-5117
No. 21844 3 P

CURRIE, Rosemary
Associate Dean
William Smith College
Smith Hall
Geneva, NY 14456
Phone: (315) 781-3467
No. 5447 2 P

CURRY, Martin J.
Acting VP for Stu. & Univ. Aff
Southern Connecticut St Univ
501 Crescent St., Engleman 136
New Haven, CT 06515
Phone: (203) 397-4231
Fax: (203) 397-4290
No. 2045 1 V

CURRY, Terri A.
Assistant Dean/Student Affairs
Morningside College
1501 Morningside Avenue
Sioux City, IA 51106
Phone: (712) 274-5104
No. 11396 4E P

CURRY-WILLIAMS, Margaret L.
Exec Asst to VP Student Svcs
Old Dominion University
Room 102 Old Admin. Bldg
Norfolk, VA 23529
Phone: (804) 683-4656
No. 11635 3 P

CURTIN, Sheila
Director Residence Life
George Washington University
2121 I St, NW Suite 402
Washington, DC 20052
Phone: (202) 994-6688
No. 12363 2 P

CURTIS, George W.
Vice President-Student Affairs
Clarion University of PA
222 Egbert Hall
Clarion, PA 16214
Phone: (814) 226-2351
No. 2324 2 V

CURTIS, Jan Sullivan
College Counselor
New Hampshire Tech-Nashua
505 Amherst St
Nashua, NH 03061-2052
Phone: (603) 882-6923
Fax: (603) 882-8690
No. 10028 1 P

CURTIS, Kenneth L.
Vice President Student Affairs
University of West Florida
11000 University Parkway
Pensacola, FL 32514-5750
Phone: (904) 474-2214
No. 1687 3 V

CURTIS, Richard C.
Dean of Students
Northwood University
2600 N. Military Trail
West Palm Beach, FL 33409-2911
Phone: (407) 478-5541
Fax: (407) 640-3328
No. 9796 3 V

CURTIS, William R.
Advisor, Student Life Program
Calif. State Univ. - Hayward
Warren Hall 455/Stu. Life Prog
Hayward, CA 94542-3029
Phone: (510) 881-3657
No. 20576 6 S

CUSHMAN, Mary Susan
Dean of Women
University of the South
SPO 1235
Sewanee, TN 37375
Phone: (615) 598-5931
No. 4183 3 V

CUSICK, Katherine A.
Resident Hall Director
University of Detroit Mercy
4001 W. McNichols/PO Box 19900
Detroit, MI 48219-0900
Phone: (313) 993-1230
No. 21526 4E P

CUSIMANO, Alice
Dir-Office of Student Develop
Jacksonville State University
700 North Pelham Rd
Jacksonville, AL 36265-9982
Phone: (205) 782-5020
Fax: (205) 782-5087
E-mail: FAM1@JSUMUS
No. 10766 3 P

CUSMA, Teresa P.
Assoc Dir Kennedy Union Progr.
University of Dayton
241 Kennedy Union
Dayton, OH 45469-0620
Phone: (513) 229-4114
Fax: (513) 229-3889
No. 17660 4E P

CUSTER, Mary Jo
Assistant to the Dean
Syracuse University
310 Steele Hall
Syracuse, NY 13244-1120
Phone: (315) 443-4357
No. 15032 2 P

CVITKOVIC, Viki S.
Asst. Residence Hall Coord.
Illinois State University
P.O. Box 96
Normal, IL 61761-6901
Phone: (309) 436-9591
No. 20951 4E S

CZUPRYN, Kurt A.
Assoc VP Student Affairs
Pittsburg State University
115 Russ Hall
Pittsburg, KS 66762
Phone: (316) 235-4229
Fax: (316) 232-7515
No. 9298 4W P

D

D'AGOSTINO, Memory Lynne
Asst Director Residence Life
Elizabethtown College
1475 Elizabethtown College
Elizabethtown, PA 17022-2259
Phone: (717) 361-1197
No. 17132 2 P

D'APOLLO, J.
James Madison University
800 S. Main St. Box 2889 JMU
Harrisonburg, VA 22807
Phone: (703) 568-7355
No. 21910 3 S

D'ARCANGELO, Michael
Assoc. Dir. Student Activities
Rochester Inst of Technology
34 Lomb Memorial Drive
Rochester, NY 14623-5604
Phone: (716) 475-2224
No. 20029 2 P

D'ATTILIO, Michael
Dean of Students
College of Saint Rose
432 Western Avenue
Albany, NY 12203
Phone: (518) 454-5170
No. 425 2 V

D'AVANZO-SCHRADER, Fran
Director Records/Registration
University of North Florida
4567 St. John Bluff Road South
Jacksonville, FL 32216
Phone: (904) 646-2666
Fax: (904) 646-2703
E-mail: FDAVANZO@UNF1VM
No. 17230 3 P

D'ENTREMONT, Andrea
Residence Director
Stonehill College
320 Washington St Res Life
North Easton, MA 02357
Phone: (508) 230-2238
No. 17309 1 P

DADABHOY, Zav
Student Development Educator
Longwood College
Lankford 207
Farmville, VA 23909
Phone: (804) 395-2685
No. 20258 3 P

DADEZ, Edward W.
Associate Dean of Students
Bucknell University
211 Langone Center
Lewisburg, PA 17837
Phone: (717) 524-1602
Fax: (717) 524-3480
E-mail: dadez@coral.bucknell.edu
No. 4500 2 P

DAI, Sheila
Assistant Director-Counseling
SUNY College Cortland
Box 2000, Van Hoesen Hall
Cortland, NY 13045
Phone: (607) 753-4728
No. 9730 2 P

DAIGLER, M. Jeremy
Vice President-Student Affairs
Marywood College
2300 Adams Avenue
Scranton, PA 18509
Phone: (717) 348-6246
No. 2597 2 V

DAKE, Thomas
Studt. Svs. Program Manager
Univ of Wisconsin-Milwaukee
Student Life - PO Box 413
Milwaukee, WI 53201-0413
Phone: (414) 229-5780
No. 14122 4E P

DALE, Dianna C.
Assoc. Dean of Students
Drexel University
32nd and Chestnut Streets
Philadelphia, PA 19104
Phone: (215) 895-2506
No. 5404 2 P

DALE, Paul A.
Asst Director Student Services
Northern Arizona University
PO Box 6236
Yuma, AZ 85366
Phone: (602) 344-7721
No. 10604 6 P

DALEY, Francis
Vice President-Student Affairs
SUNY College Oneonta
Student Affairs Office
Oneonta, NY 13820
No. 2262 2 V

DALGARN, Mindy
Asst Dean & Assoc Dir Housing
Vanderbilt University
Box 1677, Station B
Nashville, TN 37235
Phone: (615) 322-2591
No. 5196 3 P

DALHOUSE, Mark
Assistant College Professor
Northeast Missouri State Univ.
809 So. Mulanix - MO Hall 101
Kirksville, MO 63501
Phone: (816) 785-5384
No. 20787 4W P

DALLAS, David W.
Senior Area Coordinator
University of New Mexico
SRC 2264
Albuquerque, NM 87131-7010
Phone: (505) 277-9203
Fax: (505) 277-4712
E-mail: SCHWING@CARINA.UNM.EDU
No. 14258 4W P

DALTON, Jon
Vice President-Student Affairs
Florida State University
313 Westcott Bldg
Tallahassee, FL 32306-3019
Phone: (904) 644-5590
Fax: (904) 644-6297
E-mail: JOND@nwfsln03.mail.ufl.edu
No. 1898 3 V

DALY, Edie
Dean of Students
Emmanuel College
400 The Fenway
Boston, MA 02115
Phone: (617) 735-9722
No. 15259 1 A

DAMROW, Brent R.
Area Coordinator
University of Richmond
Richmond College Deans Office
Richmond, VA 23173
Phone: (804) 289-8746
Fax: (804) 287-6466
No. 18286 3 P

DANA, Robert Q.
Assoc. Dir for Stu Health Svs
University of Maine
5721 Cutler Health Center
Orono, ME 04469-5721
Phone: (207) 581-4016
No. 18994 1 P

DANCHISE, Roger A.
Director/Counseling
Bentley College
175 Forest
Waltham, MA 02154
Phone: (617) 891-2274
No. 14094 1 P

DANDERS, Donna
Tutor Coordinator
Northern Montana College
PO Box 7751
Havre, MT 59501
Phone: (406) 265-3783
No. 20320 5 P

DANFORTH, Leigh
Director of Campus Life
Tusculum College
P.O. Box 5090
Greeneville, TN 37743
Phone: (615) 636-7315
No. 12614 3 V

DANIEL, Bonnie Vaughn
Assistant Dean
Vanderbilt University
Box 6206 Station B
Nashville, TN 37235
Phone: (615) 322-2821
No. 17323 3 P

DANIELS, John J.
Director of Student Life
University of Detroit-Mercy
8200 W. Outer Drive
Detroit, MI 48219-0900
Phone: (313) 993-1150
No. 19710 4E P

DANIELS, Linda R.
Associate Dean Student Life
Univ of Pittsburgh-Johnstown
130 Student Union Building
Johnstown, PA 15904
Phone: (814) 269-7065
No. 8215 2 A

DANIELS, Mary A.
Assistant Vice President
Ohio State University
1739 N. High Street Rm 201
Columbus, OH 43210-1392
Phone: (614) 292-9334
Fax: (614) 292-2954
E-mail: DANIELS.10@OSU.EDU
No. 12654 4E P

DANIELS, Melissa G.
4525 Indianola Ave #7
Indianapolis, IN 46205
Phone: (317) 464-2032
No. 19976 4E S

DANIELS, O.C. Bobby
VP for Student Affairs
Lincoln University
P.O. Box 104682
Jefferson City, MO 65110-4682
Phone: (314) 681-5104
No. 18618 4W V

DANIELS, Paula
Residence Director
Meredith College
3800 Hillsborough St
Raleigh, NC 27607
Phone: (502) 433-7286
No. 14657 3 S

DANIELS, Sonja G.
Resident Director
UC-Santa Barbara
TB 335
Santa Barbara, CA 93106
Phone: (805) 893-2275
Fax: (805) 893-4790
No. 15551 6 P

DANK, Teresita L.
2 Gibbs Road
Amity Harbor, NY 11701
Phone: (212) 986-4343
No. 20910 2 A

DANNELLS, Michael
Associate Professor
Kansas State University
Bluemont Hall-CEP
Manhattan, KS 66506
Phone: (913) 532-5936
Fax: (913) 532-7304
E-mail: dannells@ksuvm.ksu.edu
No. 1046 4W P

DANOS, Yohn
Hall Director
Oklahoma State University
Kerr-Drummond Hall Dir. Apt
Stillwater, OK 74077
Phone: (405) 744-5007
No. 18801 4W S

DANSKIN, Paula
Assistant Director Univ. Centr
University of Tennessee
615 McCallie Ave
Chattanooga, TN 37403-2598
Phone: (615) 755-4455
No. 21132 3 P

DARBYSHIRE, W. Lynn
Director of Student Affairs
Miami University
4200 E. University Blvd.
Middletown, OH 45042
Phone: (513) 424-4444
No. 7438 4E P

DARCY, Christopher
Area Coordinator
Quinnipiac College
Office of Residential Life
Hamden, CT 06518
Phone: (203) 281-8737
No. 15825 1 P

DARE, Leslie
Sexual Harassment Prevention
No. Carolina State University
Box 7101
Raleigh, NC 27695-7101
Phone: (919) 515-1329
E-mail: NPRVLAD@Pede.bas.ncsu.edu
No. 19333 3 A

DARULA, Robert A.
VP of Student Services
Fox Valley Technical College
PO Box 2277
Appleton, WI 54913-2277
Phone: (414) 735-5649
No. 20270 4E A

DAUGHERTY, Michael
Director of Residential Life
Eastern Oregon State University
1410 L. Ave
La Grande, OR 97850-2899
Phone: (503) 962-3553
No. 191 5 P

DAUGHETEE, Marsha
4 Drake
Laguna Niguel, CA 92677
Phone: (714) 582-4393
No. 18734 6 S

DAVENPORT, Elizabeth J.
Dir. Office for Women's Issues
University of Southern Calif.
STU - 202
Los Angeles, CA 90089-0890
Phone: (213) 740-5693
Fax: (213) 749-9781
No. 20808 6 P

DAVENPORT, John T.
5305 Dover Drive
Godfrey, IL 62035
Phone: (618) 692-2743
No. 20413 4E S

DAVENPORT, M. Lillian
Director, Academic Assistance
Moravian College
1132 Monocacy St
Bethlehem, PA 18018
Phone: (215) 861-1510
No. 17051 2 P

DAVES, Michael F.
Associate Director
University of Oklahoma
620 Elm Room 201
Norman, OK 73069
Phone: (405) 325-2700
Fax: (405) 325-1478
No. 21487 4W P

DAVIDSON, Denise L.
21 S. Henderson Ave Apt 1
Cape Girardeau, MO 63701-6111
Phone: (314) 334-3638
E-mail: D686HSG@SEMOVM.
SEMOVM.EDU
No. 16835 4W P

DAVIES, Bill
Vice President Admin Affairs
Western Nevada Community
College
2201 W Nye Lane
Carson City, NV 89703
Phone: (702) 887-3011
No. 2753 5 V

DAVIES, Donna
Financial Aid Assistant
Univ. of Calif.-San Francisco
1626 44th Avenue
San Francisco, CA 94122
Phone: (415) 476-4181
No. 21590 6 A

DAVIES, Julianne
Asst. Dir. Stu. Activities
132 Spring Grove Rd
Pittsburgh, PA 15235
Phone: (412) 793-1166
No. 15684 2 P

DAVIES, Thomas S.
General Manager/ASUN Bookstore
University of Nevada
P.O. Box 8049
Reno, NV 89507
Phone: (702) 784-6597
No. 17867 5 P

DAVIS, Angela M.
Assistant Dean of Students
University of Virginia
Dabney House, Bonnycastle Drive
Charlottesville, VA 22904
Phone: (804) 924-3736
No. 1119 3 P

DAVIS, Arnetta
6 Ash St, 315A
Cambridge, MA 02138
Phone: (617) 493-6126
No. 15114 1 S

DAVIS, Charles A.
University of Louisville
412 Bauer Ave #3
Louisville, KY 40207
Phone: (502) 897-5493
No. 19875 3 S

DAVIS, Charlotte
Vice President-Student Affairs
Troy State University
244 Adams Administration Bldg
Troy, AL 36082
Phone: (205) 670-3203
Fax: (205) 670-3777
No. 1644 3 V

DAVIS, Danyale
Minority Undergraduate Fellow
Univ. of Missouri-Columbia
5364 Emerson
St. Louis, MO 63120
Phone: (314) 884-1878
No. 21085 4W S

DAVIS, Darci
Residence Hall Director
Nebraska Wesleyan University
5000 St. Paul Avenue #1136
Lincoln, NE 68504
Phone: (402) 465-2164
No. 20507 4W S

DAVIS, Debby
Professor-Counseling & Advis.
University of Alaska-Anchorage
3211 Providence Drive
Anchorage, AK 99508
Phone: (907) 262-5801
No. 5766 5 P

DAVIS, Grace Ann
Director - Student Development
Waukesha County Tech. College
800 Main Street
Pewaukee, WI 53072
Phone: (414) 691-5295
No. 20694 4E A

DAVIS, H. Dwayne
Director of Residential Life
College of Wooster
Wooster, OH 44691
Phone: (216) 263-2498
E-mail: DDAVIS@ACS.
WOOSTER.EDU
No. 5136 4E P

DAVIS, J. Stuart
Asst Director Residence Halls
Trinity University
715 Stadium Drive #386
San Antonio, TX 78212
Phone: (210) 736-7219
No. 12000 3 P

DAVIS, Janie Shay
Residence Halls Assoc Advisor
Oklahoma State University
Bennett Hall - HD Apt.
Stillwater, OK 74078
Phone: (405) 744-5600
No. 18838 4W S

DAVIS, Joe L.
Chair, Counseling Department
Univ of Nebraska-Omaha
Kayser Hall 421-F, 60th&Dodge
Omaha, NE 68182-0167
Phone: (402) 554-2306
No. 860 4W P

DAVIS, Julian
Associate Dean for Students
University of Utah
Room 270 University Union
Salt Lake City, UT 84112
Phone: (801) 581-7066
No. 587 5 V

DAVIS, Lesley E.
Assist. Director of Admissions
Albion College
Admissions Office
Albion, MI 49224
No. 21014 4E P

DAVIS, Linda N.
100 Hazel #112
Natchitoches, LA 71457
Phone: (318) 352-2394
No. 21851 3 S

DAVIS, Sandra
Director, School & College Srv
University of Hawaii-Manoa
Bachman Annex 10, 1630
Bachman
Honolulu, HI 96822
Phone: (808) 734-6884
No. 19970 6 P

DAVIS, Tracy Lee
208 Hawkeye Ct
Iowa City, IA 52246
Phone: (319) 335-3059
No. 17434 4E S

DAVIS, Valerie M.
Assistant Hall Director
Ball State University
DeMotte Director's Apartment
Muncie, IN 47306
Phone: (317) 285-1320
E-mail: 00VMDAVIS@BSUVC.
BSU.EDU
No. 20168 4E S

DAWES, Stewart W.
Resident Director
Marist College
290 North Road
Poughkeepsie, NY 12601
Phone: (914) 575-3881
No. 17083 2 A

DAWS, Tammy
Wellness Educator
Western Washington University
Miller Hall 275
Bellingham, WA 98225-9091
Phone: (206) 650-6518
E-mail: tdaws@henson.cc.wwu.edu
No. 14307 5 P

DAWSON, Cecil
Asst. Dir. Residential Life
Louisiana State University
99 Grace King Hall
Baton Rouge, LA 70803
Phone: (504) 388-8481
Fax: (504) 388-5525
No. 21511 3 P

DAWSON, Jim
Vice President-Student Affairs
Fort Hays State University
600 Park Street
Hays, KS 67601-4099
Phone: (913) 628-4277
Fax: (913) 628-4113
E-mail: SAJD@FHSU.VM.FHSU.
EDU
No. 2003 4W V

DAY, Don
Director, Minority Students
Bemidji State University
13 Sanford Hall
Bemidji, MN 56601
Phone: (218) 755-2032
No. 20359 4E P

DAY, Jim F.
Director of University Housing
University of Georgia
Russell Hall
Athens, GA 30602
Phone: (404) 542-1421
E-mail: JDAY@UGAcc.uga.ed
No. 1517 3 P

DAY, Nancy E.
210 S. Grove Apt. D
Bowling Green, OH 43402
Phone: (419) 353-2211
E-mail: ND2001@andy.bgsu.edu
No. 21591 4E S

DAYE, Barbara W.
Appalachian State University
109 Dougherty Adm Bldg
Boone, NC 28608
Phone: (704) 262-2060
No. 1911 3 P

DAYE, Curtis G.
Director of Student Activities
No. Carolina Central Univ
104 Student Center
Durham, NC 27707
Phone: (919) 560-6534
No. 16818 3 P

DAYTON, Laura
Edinboro University
702 Lawrence Towers
Edina, PA 16444
No. 20515 2 H

DAYTON, Linda
Dean of Student Services
Johnson Co. Community College
12345 College Blvd.
Overland Park, KS 66210
Phone: (913) 469-3865
No. 2437 4W V

De BELLIS, Rick F.
Resident Director
Lewis & Clark College
LC Box 194
Portland, OR 97219
Phone: (503) 768-8780
No. 16852 5 P

De La CRUZ, Alison
University of Puget Sound
University Hall, 211 C
Tacoma, WA 98416
No. 20544 5 H

De La GARZA, Yamille
Asst for Stu Dev/ITESM System
Ave Eugenio Garza Sada 2501
Sucursal Correos "J" Monterrey
NL 64849 MEXICO
Phone: (832) 841-93
Fax: (835) 896-00 y
E-mail: delagar@gm.mty.itesm.mx
No. 20842 3 P

De LUCA, Anne M.
Program Coordinator
University of Arizona
Slonaker House, Rm 107
Tucson, AZ 85721
Phone: (602) 621-2626
E-mail: adeluca@ccit.arizona.edu
No. 19061 6 P

De MARTIN, Lyn
Director Student Development
Prescott College
220 Grove Avenue
Prescott, AZ 86301
Phone: (602) 778-2090
No. 14725 6 F

DeBETTENCOURT, Robin M.
224 South Harden Street #4
Columbia, SC 29205
Phone: (803) 777-6636
No. 21592 3 S

DeCARBO, Edward
Dean of Students
Macalester College
1600 Grand Avenue
St. Paul, MN 55105
Phone: (612) 696-6220
No. 5610 4E V

DeFREECE, Michele T.
Dir. Ind. Studies
SUNY College Tech-Delhi
110 Evenden Tower
Delhi, NY 13753
Phone: (607) 746-4125
No. 21184 2 A

DeHAVEN, Jane
Recruiting Coordinator
Drake University
Illinois Hall - Second Floor
Des Moines, IA 50310
Phone: (515) 271-3722
No. 20164 4E S

DeJESUS-RUEFF, Richard
Assoc. Dean of Student Affairs
Phila. College-Textiles & Sci.
School House Lane & Henry Ave.
Philadelphia, PA 19144-5497
Phone: (215) 951-2616
No. 14118 2 P

DeJONG, Jeanette B.
Vice President Student Affairs
Calvin College
3201 Burton SE
Grand Rapids, MI 49546
Phone: (616) 957-6453
E-mail: jdej@calvin.edu
No. 10688 4E A

DeLISLE, DeeDee G.
Resident Director
Lewis-Clark State College
500 8th Ave
Lewiston, ID 82501
Phone: (208) 746-9852
No. 20165 5 S

DeLUCA, Daryl J.
Director Judicial Affairs
Boston University
775 Commonwealth Ave RM 325E
Boston, MA 02215
Phone: (617) 353-3852
No. 1143 1 P

DeMIK, Lisa Kay
Vanderbilt University
Box 3979 Sta B
Nashville, TN 37235
Phone: (615) 421-6933
E-mail: demiklk@ctrvax.vanderbilt.edu
No. 21489 3 S

DeROSSET, Edward
Dean of Students
Union College
310 College Street
Barbourville, KY 40906
Phone: (606) 546-4151
No. 12426 3 V

DeVOS, Christine A.
Assistant
University of North Florida
4567 St. John's Bluff Rd. S
Jacksonville, FL 32224
Phone: (904) 646-2525
No. 20274 3 P

DeWITT, Gregory P.
Residence Hall Director
P.O. Box 229
Durham, NH 03824
Phone: (603) 862-3811
No. 18572 1 S

DeWITT, Robert C.
Dean Of Students
Pennsylvania State University
Brodhead Road
Monaca, PA 15061
Phone: (412) 773-3805
No. 126 2 P

DEAGMAN, Michele
Counselor
Monroe Community College
TASC Progr/1000 E Henrietta Rd
Henrietta, NY 14623
Phone: (716) 262-1531
No. 21917 2 P

DEAN, Barbara J.
Assistant Dean of Students
College of the Holy Cross
1 College Street, Box 13A
Worcester, MA 01610
Phone: (508) 793-2411
No. 7719 1 P

DEAN, Terrill A.
C-STEP Project Director
SUNY College Potsdam
Barrington Stu. Union Rm. 105
Potsdam, NY 13676
Phone: (315) 267-2192
No. 19278 2 P

DEANNA, Linda A.
Dean of Student Life
Loyola University of Chicago
6525 N. Sheridan
Chicago, IL 60626
Phone: (312) 508-3897
Fax: (312) 508-3895
No. 4968 4E P

DEARMOND, Murray
Director-Student Health
University of Arizona
Student Health Service
Tucson, AZ 85721
Phone: (602) 621-6497
E-mail: dearmond@well.health.arizona
No. 9704 6 P

DEARNLEY, Marion F.
Assoc. Prov., Student Affairs
West Virginia University
206 E. Moore Hall
Morgantown, WV 26505
Phone: (304) 293-5811
No. 2751 2 V

DEAVENPORT, Lisa C.
Assistant Dean of Students
Wofford College
Dean of Students Office
Spartanburg, SC 29303
Phone: (803) 597-4040
No. 11521 3 P

DEBERTOLIS, Patricia
P.O. Box 1240
Alfred, NY 14802
Phone: (607) 871-3219
No. 19849 2 S

DECK, Evelyn C.
Assistant Dean of Students
North Carolina Central Univ.
P.O. Box 19406
Durham, NC 27707
Phone: (919) 560-6325
Fax: (919) 560-5013
No. 20804 3 P

DECKER, Shawn S.
Senior Resident Director
Chapman University
P.O. Box 176
Orange, CA 92666
Phone: (714) 997-6528
Fax: (714) 997-6666
No. 15932 6 P

DECOTIS, Ruth J.
Program Asst./Career Advisor
Plymouth State College
Bagley House/Career Dev. Off.
Plymouth, NH 03264
Phone: (603) 764-9324
No. 21906 1 P

DEEB, Bassam M.
Associate to VP
Youngstown State University
Tod Hall
Youngstown, OH 44555-0001
Phone: (216) 742-3532
No. 8390 4E A

DEEGAN, Scott P.
Hall Director/Learning Ctr Dir
Lawrence University
815 E. South Street
Appleton, WI 54911
Phone: (516) 666-8541
No. 20101 4E P

DEEM, John
Asst VP for Academic Affairs
University of Southern Indiana
8600 University Blvd.
Evansville, IN 47712
Phone: (812) 464-1761
No. 12636 4E P

DEEN, Michael W.
Coordinator of Greek Affairs
Southern Methodist University
P.O. Box 750436
Dallas, TX 75275
Phone: (214) 768-4434
No. 17005 3 S

DEES, Gerald T.
Vice Pres & Dean Student Life
Elmira College
Park Place
Elmira, NY 14901
Phone: (607) 735-1806
No. 9682 2 V

DEESE, Patrick H.
Dean of Student Affairs
GMI Engineering & Mgmt Inst
1700 W Third Avenue
Flint, MI 48504
Phone: (313) 762-9872
No. 647 4E V

DEESE, Patrick H.
Assoc. Dean of Student Affairs
Case Western Reserve Univ.
10900 Euclid Avenue
Cleveland, OH 44106-7060
Phone: (216) 368-6283
No. 18551 4E P

DEETER, Anne P.
Dean of Students
Rosary College
7900 W Division St
River Forest, IL 60305
Phone: (708) 524-6822
No. 6126 4E V

DEGADILLO, Alejandro S.
200 Jardine Terrace Apt F-26
Manhattan, KS 66502
Phone: (913) 776-5978
E-mail: ALEXD@KSUVM.BITNET
No. 18711 4W P

DEGEN, Charlotte F.
Acting Dean of Students
North Adams State College
Church Street
North Adams, MA 01247
Phone: (413) 664-4511
No. 5377 1 V

DEGIDIO, Jane
Dean of Students
University of Oregon
Student Development
Eugene, OR 97403
Phone: (503) 686-3216
No. 7507 5 P

DEGNER, Randal W.
University of Kansas
1530 Engel Road
Lawrence, KS 66045
Phone: (913) 864-2206
No. 21370 4W S

DEISINGER, Maureen
1466 Truman Place
Ames, IA 50010
Phone: (515) 233-1256
No. 16899 4E S

DEL GIZZO, Dennis
Associate Director
Providence College
Office of Residence Life
Providence, RI 02918
Phone: (401) 865-2392
No. 11902 1 P

DEL ROSARIO, Cristina
Director- Multi-Ethnic Res.Ctr
Pacific Lutheran University
Tacoma, WA 98447
Phone: (206) 535-7194
No. 7545 5 P

DELANEY, John M.
Asst Dean of Students
Univ of Tennessee-Chattanooga
615 McCallie Ave.
Chattanooga, TN 37403
Phone: (615) 755-4534
No. 12468 3 P

DELANY, Jon P.
930 N. San Francisco #8
Flagstaff, AZ 86001
Phone: (602) 773-9556
E-mail: JPD@NAUVAX.UCC.nau.edu
No. 21066 6 S

DELCAURT, Scott G.
Graduate Student
University of Maine- Orono
5735 Hitchnerhall
Orono, ME 04469-5735
Phone: (207) 581-2825
No. 20424 1 S

DELERY, Ruby
Asst. Dean of Admissions
University of Redlands
1200 Colton Avenue
Redlands, CA 92373
Phone: (909) 335-4074
Fax: (909) 335-4089
No. 21373 6 P

DELGADO, Ana Maria
918 Gonzales
Placentia, CA 92670
Phone: (714) 856-6768
Fax: (714) 725-3046
No. 21617 6 S

DELGADO, Deborah D.
General Manager/Dir Housing
UTSA/Century Prop. Mgmt. Co.
6685 Utsa Blvd
San Antonio, TX 78249-1507
Phone: (210) 561-8699
No. 14656 3 P

DELLAQUILA, Marie B.
Assistant Vice Chancellor
SUNY Central Administration
State University Plaza
Albany, NY 12246
Phone: (518) 443-5139
No. 19480 2 A

DELLINGER, Elizabeth D.
701 Riders Way
Moon Township, PA 15108
Phone: (412) 269-2845
No. 18321 2 P

DEMPSEY, Susan
Administrative Assistant
University of Dayton
300 College Park
Dayton, OH 45469-0962
Phone: (513) 229-3311
Fax: (513) 229-3446
No. 21443 4E P

DENARD, Jeff
Dean of Students
North Central College
PO Box 3063
Naperville, IL 60566
Phone: (708) 420-3422
No. 8500 4E P

DENINO, David J.
Associate Director
Southern Connecticut St Univ
501 Crescent St.
New Haven, CT 06515
Phone: (203) 397-4296
No. 9824 1 P

DENIO, John S.
Asst Director Residence Life
Boston College
Rubenstein Hall
Chestnut Hill, MA 02167
Phone: (617) 552-4724
No. 9078 1 P

DENMAN, Ann F.
Area Coordinator
University of Denver
7150 Montview - Foote Hall 214
Denver, CO 80220
Phone: (303) 871-6830
Fax: (303) 871-6030
No. 12850 4W P

DENNIS, Andrea L.
Admissions Counselor
2317 Storm Street
Ames, IA 50014
Phone: (515) 296-2170
No. 18628 4E S

DENNIS, Wendy J.
Graduate Student
SUNY at Buffalo
119 Goodyear Hall
Buffalo, NY 14214
Phone: (716) 829-3145
No. 21079 2 S

DENNY, Donald
Special Asst.-Student Housing
Ohio State University
610 Lincoln Twr, 1800 Cannon
Columbus, OH 43210-1230
Phone: (614) 292-4114
No. 221 4E P

DENTON, Helen E.
Dean of Student Services
Central Arizona College
8470 N. Overfield
Coolidge, AZ 85228
Phone: (602) 426-4406
No. 14896 6 V

DEPPE, Marilyn J.
University Dean of Students
Hamline University
1536 Hewitt - Drew Hall
St. Paul, MN 55104
Phone: (612) 641-2421
No. 7382 4E P

DEPTULA, Kathleen A.
Asst. Dir. of Career Services
University of Evansville
1800 Lincoln Avenue
Evansville, IN 47715
Phone: (812) 479-2663
Fax: (812) 479-2156
No. 19360 4E P

DEPUYT, Suzanne Kauffman
Assistant to the Vice Dean
Univ of Penn/Wharton Sch.
216 Vance Hall, 3733 Spruce St
Philadelphia, PA 19104
Phone: (215) 898-4455
E-mail: Depuyts@Whaton.up
No. 7446 2 P

DERR, Gary Lynn
Dean of Student Affairs
Green Mountain College
16 College Drive
Poultney, VT 05764
Phone: (802) 287-9313
Fax: (802) 287-9313
No. 7500 1 V

DERRY, John
Vice President for Stu Develop
Milligan College
Milligan College, TN 37682
Phone: (615) 461-8760
No. 11322 3 A

DESLER, Mary
VP-Enrollment Mgmt./Stud. Aff.
North Central College
30 N. Brainard - P.O. Box 3063
Naperville, IL 60566-7063
Phone: (708) 420-6915
Fax: (708) 420-4234
No. 20689 4E V

DETTMAN, David
Office Manager
University of Michigan
627 Oxford Road
Ann Arbor, MI 48109
Phone: (313) 763-3480
Fax: (313) 747-0991
E-mail: DDETTMAN@umich.edu
No. 21638 4E P

DEVINE, Linda W.
Dean of Students
University of Tampa
401 West Kennedy Boulevard
Tampa, FL 33606-1490
Phone: (813) 253-3333
No. 4964 3 V

DEVINE, Sara L.
3007 S. Semoran Boulevard #124
Orlando, FL 32822
Phone: (407) 380-7723
E-mail: DEVINES@POLARIS.NOVA.EDU
No. 14962 3 S

DEVORE, Jan
Dean of Students
Millikin University
1184 W. Main
Decatur, IL 62522
Phone: (217) 424-6340
No. 3130 4E P

DEXTER, Kathleen A.
Director Student Services
Univ of Maine-Augusta
46 University Drive
Augusta, ME 04330-9410
Phone: (207) 621-3153
Fax: (207) 621-3116
E-mail: dexter@adunix.uma.maine.edu
No. 19077 1 P

DEXTER, Kimberlee M.
Resident Director
San Jose State University
U.H.S.-One Washington Square
San Jose, CA 95192-0133
Phone: (408) 924-5994
No. 17187 6 P

DEXTRAS, Suzanne
VP-Student Development
Loras College
Box 25, 1450 Alta Vista
Dubuque, IA 52004-0178
Phone: (319) 588-7104
No. 8353 4E V

DiBERNARDI, Dino
Dir-Ctr Student Involv. Lead
Appalachian State University
Plemmons Student Union 2nd FL.
Boone, NC 28608
Phone: (704) 262-6252
No. 10294 3 P

DiBIASIO, Daniel A.
Interim VP for Student Affairs
University of New Hampshire
102 Thompson Hall, Main Street
Durham, NH 03824
Phone: (603) 862-2053
Fax: (603) 862-3060
No. 922 1 V

DiBRITO, William
421 Olive Street
Cedar Falls, IA 50613-2520
Phone: (419) 845-0532
No. 20030 4E S

DiDONATO, Kimberly A.
Area Coordinator, Res. Life
Carnegie Mellon University
1060 Morewood Avenue
Pittsburgh, PA 15213
Phone: (412) 268-2142
E-mail: kd33+@andrew.cmu.edu
No. 20850 2 P

DiFABIO, Susan E.
Resident Dean
Landmark College
River Road
Putney, VT 05346
Phone: (802) 387-6783
No. 19273 1 P

DiGIORGIO, Denise
Dean of Student Services
Mohawk Valley Community College
1101 Sherman Drive
Utica, NY 13501
Phone: (315) 792-5456
Fax: (315) 792-5678
E-mail: DDIGIORGIO@SNYMVCC
No. 2302 2 V

DiGREGORIO, Kristie
724 Asbury Avenue
Evanston, IL 60202
Phone: (708) 864-8930
No. 20991 4E S

DiMAGGIO, Bernadette
Assistant Area Coordinator
7 Grace Watson Hall
Rochester, NY 14623
Phone: (716) 475-2275
E-mail: BXDRHS@ritvax.ISC.rit.edu
No. 10817 2 P

DiMICHELE, Joseph A.
Residence Director
Montclair State University
Bohn Hall Director's Apartment
Upper Montclair, NJ 07048
Phone: (201) 655-4486
No. 19248 2 P

DiMUCCIO, Beth
Area Director
University of Tampa
401 West Kennedy Blvd Box 77F
Tampa, FL 33606-1490
Phone: (813) 253-6259
No. 18345 3 P

DiNARDO, Paula M.
Director of Residence Life
Worcester State College
486 Chandler Street
Worcester, MA 01610
Phone: (603) 862-2634
E-mail: pmdinardo@aol.com
No. 10043 1 P

DiPASQUALE, Ray
Vice President
Springfield Technical College
One Armory Square
Springfield, MA 01118
Phone: (413) 781-7822
No. 20400 1 A

DiRUZZA, Richard M.
Dean of Students
Western New England College
1215 Wilbraham Road
Springfield, MA 01119
Phone: (413) 782-1687
No. 17037 1 P

DiVINCENZO, JR., Domenic R.
Resident Hall Director
Lynn University
3601 N. Military Trail
Boca Raton, FL 33431
Phone: (407) 994-9654
No. 19363 3 S

DIAL, JR., Eugene A.
Dean of Student Life
Nicholls State University
PO Box 2007
Thibodaux, LA 70310
Phone: (504) 448-4524
Fax: (504) 448-4928
No. 14484 3 P

DIAZ, Emiliano
Assistant Director
California State U-Chico
First & Orange Streets
Chico, CA 95929-0722
Phone: (916) 898-4428
No. 20309 6 P

DIAZ, Julissa A.
183 Hull Street
Brooklyn, NY 11233
Phone: (201) 692-2548
No. 21968 2 S

DICK, Elizabeth
4 1/2 Canonicus Avenue
General Delivery
Oak Bluffs, MA 02557
Phone: (508) 693-3690
No. 19474 1 S

DICK, Heidi
Associate Dean of Students
Minneapolis Coll of Art&Design
2501 Stevens Ave South
Minneapolis, MN 55404
Phone: (612) 874-3721
No. 18472 4E P

DICKENS, Cynthia S.
Assistant Professor
Mississippi State University
Dept of Ed Ldrshp/PO Drawer LH
Mississippi State, MS 39762
Phone: (601) 325-8325
No. 20958 3 P

DICKERSON, Janet Smith
VP for Student Affairs
Duke University
106 Flowers Bldg.
Durham, NC 27705
Phone: (919) 684-3737
E-mail: jdic@acpub.duke.edu
No. 21848 3 A

DICKMAN, Marcia
Associate Professor
Oklahoma State University
310 North Murray
Stillwater, OK 74078
Phone: (405) 744-6036
No. 7141 4W P

DIEKOW, Douglas A.
Asst Director-Judicial Affairs
University of Florida
202 Peabody Hall
Gainesville, FL 32611
Phone: (904) 392-1261
Fax: (904) 392-5566
E-mail: Doug Diekow@sfa.ufl.edu
No. 19402 3 P

DIEKOW, Lisa Colacicco
Assistant Director, Housing
University of Florida
Tolbert Area Office
Gainesville, FL 32611
Phone: (904) 392-6031
No. 19401 3 P

DIERINGER, Jerome T.
Associate Director
Radford University
Office of Residential Life
Radford, VA 24142-6897
Phone: (703) 831-5375
E-mail: JDIERING@RUCAD.AC.RUNET.EDU
No. 10792 3 P

DIETHORN, Bernard
Professor
University of Dayton
Student Personnel Services
Dayton, OH 45469-0530
Phone: (513) 229-3620
No. 3135 4E P

DIETZ, Larry
Assoc VC for Student Affairs
Univ of Missouri-Kansas City
5100 Rockhill Road
Kansas City, MO 64110-2499
Phone: (816) 235-1141
No. 149 4W P

DILLEY, Patrick
Organizations & Act. Center
University of Kansas
400 Kansas Union
Lawrence, KS 66045
Phone: (913) 864-4861
E-mail: dilleyz@st37.EDS.UKANS.EDU
No. 21246 4W S

DILLON, Elvin E.
Dean of Student Services
West Virginia Inst of Tech
Dean of Students Office
Montgomery, WV 25136
Phone: (304) 442-3158
No. 2750 2 V

DILLON, Gregory R.
Residence Coordinator
Butler University
630 Hampton Dr
Indianapolis, IN 46208
Phone: (317) 283-9851
No. 14875 4E P

DILLON, Kristine E.
Associate VP-Student Affairs
Univ of Southern California
University Park,STU 201-MC4891
Los Angeles, CA 90089 4891
Phone: (213) 743-2421
No. 6407 6 P

DILLON, Lisa
Assessment Specialist
Oklahoma State University
900 N. Portland Ad 203
Oklahoma City, OK 73107
Phone: (405) 945-3324
No. 21215 4W P

DIMAANO, Renee
Asst Dir. Campus Activities
Rider University
SC 119 2083 Lawrenceville Rd
Lawrenceville, NJ 08648
Phone: (609) 896-5327
No. 17162 2 P

DIMENT, Ronald
Director of Resident Life
La Salle University
1900 W. Olney Ave.
Philadelphia, PA 19141
Phone: (215) 951-1550
No. 2226 2 P

DIMITRI, L. Michael
Dean of Students
SUNY College Fredonia
Student Affairs Office
Fredonia, NY 14063
Phone: (716) 673-3271
Fax: (716) 673-3210
No. 2167 2 V

DINE, Andrea B.
234 Sherman Avenue, #73
Meriden, CT 06450
Phone: (203) 238-2893
No. 20116 1 S

DINUS, Linda B.
National President
Alpha Xi Delta Fraternity
5963 Fords Road
Acworth, GA 30101
Phone: (404) 427-5327
Fax: (404) 427-5327
No. 21474 3 SMN

DINUS, Ronald J.
Asst VP, Academic Affairs
Inst of Paper Science and Tech
500 10th St NW
Atlanta, GA 30318
Phone: (404) 853-9500
Fax: (404) 853-9510
No. 1750 3 V

DIORIO, Annette
Coordinator of Housing
Missouri Western State College
4525 Downs Drive
St. Joseph, MO 64507
Phone: (816) 271-4478
E-mail: diorio@acad.mwsc.edu
No. 19953 4W P

DISABATINO, Gail A.
Director of Student Life
Cal Polytech State University
3801 West Temple Ave
Pomona, CA 91768
Phone: (909) 869-3641
Fax: (909) 869-4373
No. 12156 6 P

DISQUE, Carol S.
119 Oak Rd
Williamsburg, VA 23185
Phone: (804) 221-2510
No. 8737 3 P

DITTO, Marilyn E.
Admin.-Special Student Program
Univ of Missouri-St Louis
2232 Atwater Drive
St Louis, MO 63133
Phone: (314) 553-5211
No. 9607 4W P

DITZLER, Karen
Interim Dean of Students
St. Mary's University
One Camino Santa Maria Box 83
San Antonio, TX 78228-8583
Phone: (210) 436-3714
E-mail: Karen@vax.STMARYTX.EDU
No. 10731 3 P

DIVIN, Valerie Ann
800 Marion Pugh #2212
College Station, TX 77840
Phone: (409) 845-4728
No. 21449 3 S

DIX, Alissa
Graduate Head Resident
University of Rochester
100 Gilbert Hall
Rochester, NY 14627
Phone: (716) 274-3265
No. 19983 2 S

DIXON, Jeffrey
229 South Sparks St #38
State College, PA 16801-3959
No. 19469 2 S

DIXON, Steve
Associate Dean Of Students
Simpson College
701 North C
Indianola, IA 50125
No. 12566 4E P

DOBBERSTEIN, Trina
Dean of Students
West Virginia Wesleyan College
59 College Avenue
Buckhannon, WV 26201-2996
Phone: (304) 473-8440
No. 1789 2 V

DOBBINS, Kenneth W.
Executive Vice President
Southeast MO State University
One University Plaza
Cape Girardeau, MO 63701
Phone: (314) 651-2570
Fax: (314) 651-5100
E-mail: F710VPR@semovm.semo.edu
No. 21966 4W P

DOBENS, Frederick A.
VP for Student Life
Belmont Abbey College
Stone Hall
Belmont, NC 28012-2795
Phone: (704) 825-6724
Fax: (704) 825-6670
No. 20901 3 V

DOCKING, Jeffrey R.
Area Director
Boston University
610 Beacon St #3604
Boston, MA 02215
Phone: (617) 353-3834
No. 17672 1 P

DODSON, David
Chief Coll. Admin. Officer
Oakes Coll/U of CA-Santa Cruz
150 Heller Drive
Santa Cruz, CA 95064
Phone: (408) 459-2550
E-mail: Dave_Dodson@macmail.ucsc.edu
No. 21329 6 P

DODSON, Warren
Vice President-Student Dev.
El Centro College
Main & Lamar Streets
Dallas, TX 75202-3604
Phone: (214) 746-2017
No. 6215 3 A

DOERGE, John
Asst. Dean of Students
William Penn College
201 Trueblood Avenue
Oskaloosa, IA 52577
Phone: (515) 673-1092
Fax: (515) 673-1379
No. 21742 4E A

DOHERTY, Esther F.
Director, Career Services
SUNY College Cortland
Box 2000
Cortland, NY 13045
Phone: (607) 753-4715
No. 18599 2 P

DOHERTY, Mark S.
Part-time Instructor
Ohio University
PO Box 655
Athens, OH 45701
Phone: (614) 594-3097
No. 17102 4E S

DOLAK, James
Dir. of Info Tech & Res
Colorado State University
Rm 210 Palmer Center
Ft. Collins, CO 80523
Phone: (303) 491-6511
E-mail: DOLAK@SACC.COLOSTATE.EDU
No. 99 4W P

DOLAN, Mark M.E.
Residence Hall Director
SUNY Stony Brook
PO Box 490
Stony Brook, NY 11790
Phone: (516) 632-6791
Fax: (516) 632-9211
E-mail: MMDOLAN@CCMAIL.SUNYSB.EDU
No. 19505 2 P

DOLAN, Suzanne M.
Arms Acres
Nichols Road, RD 2
Brewster, NY 10509
Phone: (914) 279-2017
No. 20899 2 SMN

DOLBY, Nadine
Resident Director
University of Rochester
Quad Residence 100 Gilbert
Rochester, NY 14627
Phone: (716) 275-5685
No. 20257 2 P

DOLD, Heather
32 Lovering Avenue
Buffalo, NY 14216
Phone: (716) 871-9141
No. 20738 2 S

DOLENCE, Glenn
Vice President-Student Svcs
Missouri Southern State College
Newman & Duquesne Road
Joplin, MO 64801
Phone: (417) 625-9392
No. 2613 4W V

DOLLAR, Robert
Professor of Higher Education
Univ of Missouri-Columbia
301 Hill Hall
Columbia, MO 65211
Phone: (314) 882-8231
No. 9055 4W P

DOLLARHIDE, Colette
Director Career Development
University of Nevada
Mail Stop 104
Reno, NV 89557
Phone: (702) 784-4678
No. 21223 5 P

DOMAN, Earle
Director Of Counseling
Missouri Southern State College
3950 E. Newman Road
Joplin, MO 64801-1595
Phone: (417) 625-9363
No. 2428 4W P

DOMBROWSKY, Thomas S.
Dir. of Greek Organizations
Gettysburg College
Box 430
Gettysburg, PA 17325
Phone: (717) 337-6321
Fax: (717) 337-6906
E-mail: TDOMBROW@GETTYSBURG.EDU
No. 21712 2 P

DOMINIC, Rosemary
Asst. Director of Res. Life
Mary Washington College
Lee Hall 205
Fredericksburg, VA 22401
Phone: (703) 899-4673
Fax: (703) 899-4834
No. 17614 3 P

DOMINICK, Vicki L.
Hall Director
Florida State University
U Box 66791
Tallahassee, FL 32313
Phone: (904) 853-1650
No. 18911 3 S

DOMINO, Lisa M.
506 Ascot Ct.
N. Wales, PA 19454
Phone: (215) 368-0214
No. 17650 2 P

DOMINQUEZ, Laura Y.
Career Counselor
Stanford University
Career Planning /Placement Ctr
Stanford, CA 94305-3081
Phone: (415) 725-2833
No. 21161 6 P

DONAHOE, Patrick J.
Dean of Students
Victoria University
73 Queens Park Cres
Toronto CANADA M5S 1K7
Phone: (416) 585-4495
No. 11339 4E A

DONAHUE, Elayne M.
Director Academic Counseling
University of Minnesota
516 15th Ave SE - 260 BFAB
Minneapolis, MN 55455
Phone: (612) 625-3595
No. 19657 4E P

DONAHUE, James
Dean of Students
Georgetown University
237 Leavey Center
Washington, DC 20057
Phone: (202) 687-4056
No. 1365 2 V

DONAHUE, Thomas J.
Vice Pres & Dean of Students
Minneapolis Coll of Art&Design
2501 Stevens Ave South
Minneapolis, MN 55404
Phone: (612) 874-3721
No. 8666 4E V

DONALDSON, Charles
Vice Chancellor Educ Services
Univ of Arkansas-Little Rock
2801 S. University Avenue
Little Rock, AR 72204
Phone: (501) 569-3328
No. 1151 4W V

DONERSON, Robert
Assistant Director
U of California-Santa Barbara
Res Life-TB #335 U Cen Road
Santa Barbara, CA 93106
Phone: (805) 893-8419
No. 8470 6 P

DONLIN, JR., Charles L.
Student Life Grad Assistant
Mississippi State University
PO Drawer 6292
Mississippi State, MS 39762
Phone: (601) 325-3322
No. 14783 3 S

DONNELLEY, Lowell L.
Residence Halls Coordinator
Oklahoma State University
101 Willham South
Stillwater, OK 74074
Phone: (405) 744-7279
No. 17239 4W P

DONNELS, Linda
Dean of Students
George Washington University
2121 Eye St. NW, # 401
Washington, DC 20052
Phone: (202) 994-6710
No. 14776 2 P

DONNER, Christopher
Dir. of Judicial Affairs
Fairfield University
219 Dolan Hall
Fairfield, CT 06430
Phone: (203) 254-4211
No. 15145 1 P

DONOHUE, William R.
Vice President-Student Affairs
SUNY College Potsdam
Pierrepont Avenue
Potsdam, NY 13676-2294
Phone: (315) 267-2117
No. 2710 2 V

DONOHUE-AJA, Jodi
Director of Housing
Becker College
61 Sever St
Worcester, MA 01609
Phone: (508) 791-9241
No. 21240 1 P

DONOVAN, Jody A.
Director of Residence Life
Nebraska Wesleyan University
5000 St. Paul Avenue
Lincoln, NE 68504-2796
Phone: (402) 465-2161
Fax: (402) 465-2179
No. 10553 4W P

DONOVAN, Susan M. Hickey
Vice President-Student Develp.
Loyola College in Maryland
4501 N Charles Street
Baltimore, MD 21210
Phone: (410) 617-2842
No. 1652 2 V

DONZELLA, Ann
Student
Teachers College-Columbia Univ
25 So. Mortimer Ave
Elmsford, NY 10523-3754
Phone: (212) 749-3849
No. 17574 2 S

DOOLEY, Diane L.
Director Student Activities
Transylvania University
300 N. Broadway
Lexington, KY 40508
Phone: (606) 233-8133
No. 11731 3 P

DOOLITTLE, Deborah
501 Blairstone Rd #1805
Tallahassee, FL 32301-3035
Phone: (904) 656-6005
Fax: (904) 488-3691
No. 19921 3 S

DORAN, Deidre L.
Assistant Dean, Student Life
St. John's University
300 Howard Ave
Staten Island, NY 10301
Phone: (718) 390-4443
No. 19012 2 P

DORAN, James
Dir/Spec Progr Svs & Projects
University of South Carolina
109 Russell House
Columbia, SC 29208
Phone: (803) 777-3848
Fax: (803) 777-9354
E-mail: IDEAN90@UNIVSCVM.USC.EDU
No. 14588 3 P

DORFMANN, Tracey E.
Director, Student Center
Massachusetts College of Art
621 Huntington Ave
Boston, MA 02115
Phone: (617) 232-1555
No. 18587 1 P

DORN, Ileana
19205 129th Ct. NE
Botnell, WA 98011
Phone: (206) 481-4378
No. 21001 5 S

DORNBERGER, Richard
Grad. Asst. in Student Affairs
Indiana University
HMSU 512
Terre Haute, IN 47809
Phone: (812) 237-3821
No. 20779 4E S

DORRIS, James
Dean of the College
Olivet College
203 Mott
Olivett, MI 49076
Phone: (616) 749-7614
No. 20024 4E V

DORSEY, Kent
University Chaplain
Phillips University
100 S. University
Enid, OK 73701
Phone: (405) 237-4433
No. 21243 4W P

DOSCHER, John J.
Director Student Development
Berkshire Community College
1350 West Street
Pittsfield, MA 01201
Phone: (413) 499-4660
No. 19171 1 P

DOSKAL, Darese
Hall Director
Univ. of Connecticut
U-27, Storrs Road Complex
Storrs, CT 06269
Phone: (203) 486-4742
Fax: (203) 486-2263
E-mail: Holc7@UCONNVM.EDU
No. 16997 1 P

DOTZENROD, Jennifer A.
Asst Director-Residential Life
Univ of Maryland-Baltimore Co.
5401 Wilkens Ave
Baltimore, MD 21228
Phone: (410) 455-2591
No. 15755 2 P

DOUGAN, Tom
Assistant Vice President
University of Rhode Island
337 Memorial Union
Kingston, RI 02881
Phone: (401) 792-2427
No. 12793 1 P

DOUGHERTY, Cynthia R.
Vice President
Chapman University
333 N. Glassell St
Orange, CA 92666
Phone: (714) 532-6036
No. 18664 6 P

DOUGLAS, Dwight
Vice President-Student Affairs
University of Georgia
201 Academic Building
Athens, GA 30602
Phone: (706) 542-3564
No. 623 3 V

DOUGLAS, James R.
Campus View #811
Bloomington, IN 47406
Phone: (812) 857-5693
E-mail: JARDOUGL@IUBACS
No. 12836 4E S

DOUGLAS, Katherine B.
Campus View #811
Bloomington, IN 47406
Phone: (812) 857-5693
E-mail: KDOUGLAS@UCS.
INDIANA.EDU
No. 8789 4E S

DOUGLAS, W. Clarke
Dean of Student Affairs
University of Illinois-Chicago
P.O.Box 4348, M/C 318
Chicago, IL 60680
Phone: (312) 996-4857
No. 2181 4E P

DOUGLASS, Thelma J.
Associate Vice President
Sam Houston State University
P. O. Box 2237
Huntsville, TX 77341
Phone: (409) 294-1784
No. 12161 3 V

DOVE, Rita Smith
Multi-Cultural Advisor
Gordon College
255 Grapevine Road
Wenham, MA 01984
Phone: (508) 927-2300
No. 12799 1 P

DOVE-WATERS, Theresa
Director of Minority Affairs
Gainesville College
PO Box 1358
Gainesville, GA 30503
Phone: (404) 535-6351
No. 21124 3 P

DOVEKAS, Joanie C.
1326 Coventry Circle
Vernon Hills, IL 60061
Phone: (708) 735-5200
No. 12105 4E A

DOWD, Laurie
2003 Cessna Street
Ames, IA 50014
Phone: (515) 292-3816
No. 21467 4E S

DOWD, Mary
Director
Mankato State University
MSU Box 107, P.O. Box 8400
Mankato, MN 56002-8400
Phone: (507) 389-6146
Fax: (507) 389-5799
No. 21567 4E P

DOWELL, Elaine M.
Dean of Students
Lawrence Technical University
21000 West Ten Mile Road
Southfield, MI 48075
Phone: (313) 356-0200
No. 18477 4E A

DOWNES, Anne M.
Associate Dean of Students
Hampshire College
Amherst, MA 01002
Phone: (413) 549-4600
No. 19073 1 P

DOWNEY, John P.
308 E. 19th St
Bloomington, IN 47408
Phone: (812) 331-8439
No. 17604 4E S

DOWNEY III, William J.
52 Parkside Lane
Bayonne, NJ 07002
Phone: (201) 678-3714
No. 20884 2 S

DOWNING, Andrea C.
ESL Director
Teikyo Westmar University
1002 3rd Ave SE
Le Mars, IA 51031
No. 19047 4E F

DOYLE, Brian
Director Student Activities
University of New England
11 Hills Beach Rd
Biddeford, ME 04005
Phone: (207) 283-0171
No. 19003 1 P

DOYLE, Diana
Director, Student Development
Colorado School of Mines
Student Development Center
Golden, CO 80401
Phone: (303) 273-3377
No. 11430 4W P

DOYLE, James
Vice President-Student Affairs
DePaul University
25 E. Jackson
Chicago, IL 60604
Phone: (312) 362-8854
Fax: (312) 362-5664
No. 7451 4E V

DOYLE, Kenneth M.
Coordinator Student Housing
University of Maine-Machias
9 O'Brien Ave 2nd Fl. Powers
Machias, ME 04654
Phone: (207) 255-3313
No. 21164 1 P

DRAGNA, F. James
Director Counseling Center
North Dakota State University
PO Box 5226, Ceres Hall 212
Fargo, ND 58105
Phone: (701) 237-8516
No. 20385 4W P

DRAKE, Jennifer A.
Asst Dir of Housing Operations
Emerson College
100 Beacon St. c/o Housing
Boston, MA 02116
Phone: (617) 578-8620
Fax: (617) 578-8599
No. 21843 1 P

DRAZEK, Laurie
Asst Director Residence Life
Worcester State College
486 Chandler Street
Worcester, MA 01602
Phone: (508) 793-8074
No. 20117 1 P

DRESNER, Donald A.
Director-Student Development
Capitol College
11301 Springfield Road
Laurel, MD 20708
Phone: (301) 953-0060
No. 10304 2 A

DRESSER, David L.
Assistant Dean, HSHP
Ithaca College
953 Danby Rd
Ithaca, NY 14850
Phone: (607) 274-3306
No. 692 2 P

DRESSLER, Sarah Chase
Director Residential Life
University of the Arts
320 S. Broad St
Philadelphia, PA 19102
Phone: (215) 875-2205
No. 19564 2 A

DREW, Lewis
Dean of Students
Hampden-Sydney College
Box 5
Hampden-Sydney, VA 23943
Phone: (804) 223-6128
No. 959 3 V

DRINKWATER, L. Ray
Director of Student Services
John Tyler Community College
13101 Jefferson Davis Highway
Chester, VA 23831
Phone: (804) 796-4057
Fax: (804) 796-4238
No. 21820 3 V

DRISCOLL, Daniel R.
Dean of Student & Alumni Aff.
The Nat'l Coll of Chiropractice
200 E. Roosevelt Road
Lombard, IL 60148
Phone: (708) 268-6546
No. 21690 4E A

DRISKILL, William
Dean of Student Services
Concordia Lutheran College
3400 IH 35 North
Austin, TX 78705
Phone: (512) 452-7661
Fax: (512) 459-8517
No. 11483 3 A

DRISKO, Margaret
Director, Housing Operations
Curry College
1071 Blue Hill Ave
Milton, MA 02186
Phone: (617) 333-0500
No. 14464 1 A

DROLL, George L.
Director-Residence Services
University of Iowa
8 Burge Hall
Iowa City, IA 52242-1214
Phone: (319) 335-3000
No. 665 4E P

DRUM, Alice
Vice President of the College
Franklin & Marshall College
P.O. Box 3003
Lancaster, PA 17604-3003
Phone: (717) 291-4000
No. 1270 2 V

DRUMMEY-CURTIS, Karen
Resident Director
U Of California-Los Angeles
330 DeNeve Drive
Los Angeles, CA 90024-1387
Phone: (310) 206-9285
No. 19445 6 P

DRUMMOND, Clark
Associate Dean of Students
Oberlin College
Wilder Hall Room 107
Oberlin, OH 44074
Phone: (216) 775-8106
No. 18638 4E P

DU RANT, Zoe
Director of Admissions
Cameron University
2800 West Gore
Lawton, OK 73505
Phone: (405) 581-2230
No. 12428 4W P

DuVIVIER, Roxanne S.
Vice President Student Affairs
Hocking College
3301 Hocking Parkway
Nelsonville, OH 45764
Phone: (614) 753-3591
No. 1608 4E V

DUBICK, Constance
Assistant Director
Kent State University
128 Michael Schwartz Center
Kent, OH 44242
Phone: (216) 672-3846
No. 14570 4E P

DUBICK, Robert A.
Associate Professor
University of Akron
301-F Zook Hall
Akron, OH 44325-4208
Phone: (216) 972-6019
No. 20681 4E P

DUBLON, Felice
Dean of Student Affairs
School of the Art Institute
37 South Wabash
Chicago, IL 60603
Phone: (312) 899-5105
No. 2684 4E V

DUBREUIL, Thomas
Area Coordinator
Colgate University
13 Oak Drive
Hamilton, NY 13346
Phone: (315) 824-7372
No. 18982 2 P

DUCHSCHERER, Eric D.
Assistant Director
SUNY-Morrisville
PO Box 143
Morrisville, NY 13408
Phone: (315) 684-6319
No. 17328 2 A

DUCKER, Daniel L.
Hall Director
Ohio State University
147W 12th Avenue
Columbus, OH 43210
Phone: (803) 777-4855
E-mail: ducker.1@osu.edu
No. 15416 4E S

DUCKER, Maureen Wilson
P.O. Box 3209
Columbus, OH 43210-0209
No. 21419 4E P

DUESTERHAUS, Alan P.
Admissions - Grad. Asst.
James Madison Univ.
Mary Baldwin College
Staunton, VA 24401-9983
Phone: (703) 568-6147
Fax: (703) 887-8676
E-mail: osa.advester@vaxl.acs.jmu.edu
No. 19036 3 S

DUESTERHAUS, Bob
Asst Dir/Leadership Dev. Progr
University of Hawaii at Manoa
2465 Campus Road-Campus Ctr208
Honolulu, HI 96826
Phone: (808) 956-8178
No. 20582 6 P

DUFFY, Arline P.
Grad Asst/Co-op Engineering
University of Maryland
1137 Engineering Classrm Bldg
College Park, MD 20742
Phone: (301) 405-3863
No. 19053 2 S

DUFFY, J. Trey
Dir/McBurney Disability ResCtr
University of WI - Madison
905 University Avenue #130
Madison, WI 53715
Phone: (608) 263-5174
Fax: (608) 265-2998
E-mail: j.trey.duffy@mail.admin.wisc.edu
No. 20912 4E P

DUFFY, Kevin P.
Vice President-Student Affairs
Boston College
90 College Road
Chestnut Hill, MA 02167
Phone: (617) 552-3280
No. 1281 1 V

DUFFY-DURKIN, Margaret A.
College Counselor
NH Technical College-Stratham
277 Portsmouth Avenue
Stratham, NH 03885-2297
Phone: (603) 433-7362
Fax: (603) 772-1198
No. 20922 1 P

DUGAN, Meg
Dir.Counseling & Career Srvc
New England College
Counseling & Career Services
Henniker, NH 03242
Phone: (603) 428-3310
No. 17308 1 P

DUGGAN, Sean P.
Complex Director
Texas Tech University
P.O. Box 41141 T.T.U.
Lubbock, TX 79409-1141
Phone: (806) 742-2617
Fax: (806) 742-2696
No. 21270 3 P

DUKE, Wayne
Vice President-Student Affairs
University of Texas-Arlington
UTA Box 19115
Arlington, TX 76019
Phone: (817) 273-3361
No. 1377 3 V

DUKES, Debra L.
Asst. Director Residence Life
Winthrop University
233 Dinkins Student Center
Rock Hill, SC 29733
Phone: (803) 323-3490
No. 17916 3 P

DUKES, Gary L.
Area Coordinator
University of Washington
McCarty Hall GR-10
Seattle, WA 98195
Phone: (206) 685-2245
No. 12151 5 S

DULAK, Robert M
Dir. Of Student Activities
Kent State University
3325 W. 13th St.
Ashtabula, OH 44004
Phone: (216) 964-4218
No. 14775 4E P

DUMONT, Sedwitz
1 Pleasant Street
Cortland, NY 13045-1923
No. 20551 2 H

DUNCAN, Jennifer L.
Asst Dir Career Services
Southwestern University
PO Box 770
Georgetown, TX 78627-0770
Phone: (512) 863-1346
Fax: (512) 863-5788
No. 17752 3 P

DUNCAN, Kimberly
3636 North Campbell Avenue #B3
Tucson, AZ 85719
Phone: (602) 318-1904
No. 21349 6 S

DUNCAN, Marsha
Vice President-Student Affairs
Lehigh University
27 Memorial Drive West
Bethlehem, PA 18015
Phone: (610) 758-3890
Fax: (610) 758-4361
E-mail: MAD4@ns1.cc.lehig
No. 814 2 V

DUNCAN, Peggy
Academic Counselor
State Tech. Inst. at Memphis
632 South Graham
Memphis, TN 38111
Phone: (901) 452-7514
No. 21768 3 S

DUNGY, Madgetta T.
35 Lakeview Knoll NE
Iowa City, IA 52240
Phone: (319) 335-8056
No. 10152 4E S

DUNLAVY, Darold
Vice Chancellor-Student Afrs.
Auburn University-Montgomery
7300 University Drive
Montgomery, AL 36117-3596
Phone: (205) 244-3620
No. 5729 3 V

DUNN, Merrily S.
Asst. Prof.-Counselor Ed.
Mississippi State University
P.O. Drawer GE
Mississippi State, MS 39762
Phone: (601) 325-7100
No. 4783 3 P

DUNN, Stephanie L.
Hall Director
Bowling Green State University
425 Student Services Building
Bowling Green, OH 43403
Phone: (419) 372-2963
E-mail: sdunn@andy.bgsu.edu
No. 17575 4E P

DUNN, Stephen
Program Advisor
Texas A&M University
PO Box J-1
College Station, TX 77844-9081
Phone: (409) 845-1515
No. 14277 3 P

DUNPHY, Linda
VP-Student Life & Acad Develop
St. Joseph's University
5600 City Avenue
Philadelphia, PA 19131-1395
Phone: (215) 660-1045
No. 659 2 V

DUNTON, Susan B.
Associate Academic Dean
Fontbonne College
6800 Wydown Blvd.
St. Louis, MO 63105-3098
Phone: (314) 889-1409
Fax: (314) 889-1451
No. 12454 4W F

DUPEY, William
Program Activities Council
Regis University
3333 Regis Blvd.
Denver, CO 80221
Phone: (303) 458-3505
Fax: (303) 458-4094
No. 21524 4W S

DURAN, Elizabeth A.
Assistant Dean of Students
CSU - Los Angeles
5151 State University Drive
Los Angeles, CA 90032-8504
Phone: (213) 343-3101
Fax: (213) 343-2670
No. 16994 6 P

DURAN, Rodolfo
Asst for Stu Dev/ITESM System
Inst. Tecnologico de Monterrey
2501 Suc Correos "J" Monterrey
NL 64849 MEXICO
Phone: (832) 841-93
Fax: 835/841-41 r
E-mail: duran@qm.mty.itesm.mx
No. 21547 3 P

DURAND, Henry F.
VP Student Development
Seattle University
Student Union, Room 204
Seattle, WA 98122
Phone: (206) 296-6066
No. 1824 5 V

DURANT, Charles
Dean of Student Services
Indiana State University
Terre Haute, IN 47809
Phone: (812) 237-3888
E-mail: slffelix@scifac.indstate.edu
No. 1801 4E P

DURKEE, Peter E.
VP -Student Affairs, Emeritus
University of Southern MS
Southern Station Box 5007
Hattiesburg, MS 39406
Phone: (601) 266-5007
Fax: (601) 266-5146
No. 20477 3 P

DURNIL, J. Michael
Dean of Student Life
Roosevelt University
430 South Michigan Avenue
Chicago, IL 60605-1394
Phone: (312) 341-2004
No. 10702 4E P

DUSBIBER, Brian
Director of Residence Life
University of St. Thomas
2115 Summit, Mail #5052
St. Paul, MN 55105-1096
Phone: (612) 962-6471
Fax: (612) 962-6360
No. 735 4E P

DUSK, Cora
Asst VP Campus Relations
York University
4700 Keele St-Room 106 Cen.Sq.
North York Ontario M3J 1P3
Phone: (416) 736-5953
E-mail: CDUSK@YORKUM2
No. 6641 4E V

DUTKA, Mela
Graduate Assistant
Boston College
109 O'Connell House
Chestnut Hill, MA 02167
Phone: (617) 552-3281
E-mail: DUTKAA@BCVMS.BC.EDU
No. 19108 1 S

DUTRO, Jack
Dean of Student Services
Grays Harbor College
1620 Edward P Smith Drive
Aberdeen, WA 98520
Phone: (206) 532-9020
No. 1051 5 V

DUTY, David M.
Assistant Director
Wichita State University
Wichita, KS 67260-0037
Phone: (316) 689-3730
No. 15199 4W P

DUVALL, William H.
Associate Vice Provost
Virginia Commonwealth Univ.
901 Floyd Avenue, Box 3017
Richmond, VA 23284-3017
Phone: (804) 367-8940
No. 1745 3 P

DYE, Jamie B.
Graduate Assistant
4911 131st Place SE
Bellevue, WA 98006
Phone: (206) 296-2595
No. 20602 5 S

DYE, Linda
Assoc VP Student Affairs
University of West Florida
11000 University Parkway
Pensacola, FL 32514
Phone: (904) 474-2384
No. 2178 3 P

DYE, Raymond E.
VP for Student Affairs
Youngstown State University
Youngstown, OH 44555
Phone: (216) 742-3532
No. 930171 4E A

DYER, Dick
Assistant to Dean Student Life
Guilford College
5800 W. Friendly Ave
Greensboro, NC 27410-4173
Phone: (919) 316-2101
No. 20363 3 P

DZIK, Sharon K.
Student Activities Coordinator
DeVry Institute of Technology
901 Corporate Ctr Dr/Univ Ctr
Pomona, CA 91768-2642
Phone: (909) 622-8866
Fax: (909) 623-5666
No. 18580 6 A

E

EAGLESON, Marcia J.
172 Laconia Street
Springfield, MA 01129
Phone: (413) 543-8444
No. 18714 1 S

EAKIN, J. Thomas
Assistant Vice President
Pennsylvania State University
462 Candlewood Drive
State College, PA 16803
Phone: (814) 863-4926
No. 12477 2 P

EARLEY, Cathy
Coordinator, Greek Affairs
Washington University
One Brookings Dr, Box 1136
St. Louis, MO 63130
Phone: (314) 935-5040
No. 18351 4W P

EARWOOD, Carl Alonzo
Dir./Off. of Accessibility
University of Toledo
2801 W.Bancroft
Toledo, OH 43606
Phone: (419) 537-4981
Fax: (419) 537-4940
No. 14435 4E P

EASLEY, Charles F.
Vice President Student Affairs
Atlanta Metropolitan College
1630 Stewart Avenue SW
Atlanta, GA 30310-4498
Phone: (404) 756-4358
No. 2208 3 V

EASLEY, Terisa C.
Assistant Director
Central Methodist College
411 CMC Square
Fayette, MO 65248
Phone: (816) 248-3391
No. 20191 4W P

EASTMO, Dionne Kopp
Hall Director
Marquette University
716 N. 11th Street #203
Milwaukee, WI 53233
Phone: (414) 288-3131
Fax: (414) 288-5108
No. 17914 4E P

EASTON, JR., William
Complex Director
University of North Dakota
9029 University Station
Grand Forks, ND 58202-9029
Phone: (701) 777-8272
No. 10281 4W P

EATON, Marie
Interim VP Student Affairs
Western Washington University
Old Main 390
Bellingham, WA 98225-9025
Phone: (206) 676-3839
No. 946 5 V

EATON, S. B.
Dean of Students
Center for Creative Studies
201 East Kirby
Detroit, MI 48202
Phone: (313) 872-3118
No. 9627 4E V

EATON, Shevawn B.
220 Pardridge Pl
De Kalb, IL 60115-4657
Phone: (815) 756-9502
No. 9918 4E S

EATON, Zel
Asst. Dean of Student Affairs
Northeast MO State University
P.O. Box 828, MH 120
Kirksville, MO 63501
Phone: (816) 785-4111
Fax: (816) 785-5403
E-mail: AD04@NEMOMUS.BITNET
No. 21614 4W P

EAVES, Jeremy M.
Hall Director
Colorado State University
HD Ellis Hall
Fort Collins, CO 80521
Phone: (303) 495-3500
No. 20594 4W S

EBBERS, Larry H.
Professor
Iowa State University
N226 Lagomarcino Hall
Ames, IA 50011
Phone: (515) 294-8067
No. 2062 4E P

EBBS, Susan L.
VP for Student Life
St. John's University
Grand Central & Utopia Pkwys.
Jamaica, NY 11439
Phone: (718) 990-6056
Fax: (718) 591-2543
No. 509 2 V

EBELING, Douglas W.
Sophomore Class Dean
Bowdoin College
Dean of Students Office
Brunswick, ME 04011
No. 15940 1 P

EBERLY, Charles G.
Associate Professor, Ed Psych
Eastern Illinois University
214-D Buzzard Bldg, COE, EDG
Charleston, IL 61920-3099
Phone: (217) 581-2400
Fax: (217) 581-2518
E-mail: cfcge@bgu.edu
No. 10505 4E F

EBNER, Lynne
Director Student Health Servcs
Moorhead State University
Box 415
Moorhead, MN 56563
Phone: (218) 236-2327
No. 21204 4E P

ECCLES, John
Director of Residence Life
Lynchburg College
McWane Hall 1501 Lakeside Dr
Lynchburg, VA 24502
Phone: (804) 522-8320
No. 880 3 P

ECKEL, Peter
Graduate Assistant
University of MD-College Park
2108 Mitchell Building
College Park, MD 20742
Phone: (301) 314-9056
Fax: (301) 314-9606
E-mail: PETER@OVPSA.UMD.EDU
No. 20493 2 S

ECKERT, Thomas C.
Director of Guidance
Nicolet Area Technical College
PO Box 518
Rhinelander, WI 54501
Phone: (715) 365-4477
No. 11940 4E P

EDDLEMAN, Donna M.
Director of Student Life
Colorado Northwestern Comm College
500 Kennedy Dr, Box 294
Rangely, CO 81648
Phone: (303) 675-3222
No. 14590 4W A

EDDY, Edward A.
Dean Student Development
North Park College
3225 West Foster Avenue
Chicago, IL 60625
Phone: (312) 583-2700
No. 18504 4E A

EDDY, John Paul
Professor of Higher Education
1320 Heather Lane
Denton, TX 76201
Phone: (817) 565-2956
Fax: (817) 565-4415
No. 433 3 P

EDERER, Jeffrey M.
Asst. Director
Univ. of Mass. at Amherst
CDD/Moore House
Amherst, MA 01003
Phone: (413) 545-0392
No. 9991 1 P

EDGERTON, Paul
Vice President-Student Affairs
Indiana State University
Terre Haute, IN 47809
Phone: (812) 237-3888
No. 1203 4E V

EDINGTON, Charles A.
VP-Enroll. Plan. & Stu. Life
Lincoln University
P.O. Box 179
Lincoln University, PA 19352
Phone: (610) 932-8300
Fax: (610) 932-2089
E-mail: GRAY@LU.LINCOLN.EDU
No. 2587 2 V

EDMAN, Neal A.
Associate Dean Student Affairs
Westminster College
109 Old Main
New Wilmington, PA 16172
Phone: (412) 946-7110
No. 17479 2 P

EDMISON, Lyle
Vice President Emeritus
620 Curtner Rd
Fremont, CA 94539
Phone: (510) 657-1959
E-mail: ledmison@csuhayward.edu
No. 18454 6 P

EDMISTON, Laura J.
Asst Dean/Resident Director
Mary Washington College
1301 College Ave
Fredericksburg, VA 22401
Phone: (703) 887-7257
No. 14825 3 P

EDMONDS, Cynthia
3407 W. Richwoods Blvd
Peoria, IL 61604
Phone: (309) 686-6863
No. 18826 4E S

EDMONDS, Mary
Vice Provost Student Affairs
Stanford University
Tresidder Memorial Union 2nd Fl
Stanford, CA 94305-3072
Phone: (415) 725-1808
No. 630 6 V

EDMONDS, Mike L.
Dean of Students
Colorado College
14 E. Cache La Poudre
Colorado Springs, CO 80903
Phone: (719) 389-6684
No. 21101 4W P

EDMONSON, Fred S.
Asst VP Educational Services
Cal State Univ-Stanislaus
801 West Monte Vista Ave
Turlock, CA 95380
Phone: (209) 667-2144
No. 18529 6 P

EDWARDS, Andrew
Asst. Coord. at Read Center
Indiana University
Read - Clark 111
Bloomington, IN 47406
Phone: (812) 857-2474
No. 20631 4E S

EDWARDS, Bill
Dean of Students
DeVry Institute of Technology
1221 N. Swift Rd
Addison, IL 60101-6101
Phone: (708) 953-1300
No. 6524 4E V

EDWARDS, Carlos V.
Minority Retention Specialist
Morehead State University
228 Allie Young Hall
Morehead, KY 40351
Phone: (606) 783-5195
No. 21128 3 P

EDWARDS, Denise
Residence Hall Director
Rhode Island College
600 Mt. Pleasant Avenue
Providence, RI 02908
Phone: (401) 456-8240
No. 20965 1 P

EDWARDS, Monica
Residence Director
Clark Atlanta University
J.P. Brawley Drive, SW
Atlanta, GA 30314
Phone: (404) 221-5198
Fax: (404) 880-8737
No. 21786 3 P

EGELER, III, William G.
Dean of Students
Northern Maine Tech. College
33 Edgemont Drive
Presque Isle, ME 04769
Phone: (207) 768-2792
Fax: (207) 768-2831
No. 20879 1 V

EGGLESTON, Mary Beth
120 Pinecrest
Mansfield, PA 16933
Phone: (717) 662-4936
No. 10956 2 A

EHINGER, Beverly Ann
Asst. Dir./Stu. Ctr/Act.
Quinnipiac College
1240 Whitney Avenue Unit D
Hamden, CT 06517
Phone: (203) 281-8673
No. 19076 1 P

EHNES, Shawn
Hall Coordinator
University of Iowa
109 Rienow Hall
Iowa City, IA 52242
Phone: (319) 335-9364
No. 19998 4E P

EICHINGER, Richard
Michigan State University
C15 West Holden Hall
East Lansing, MI 48825-1154
Phone: (517) 353-5915
No. 18649 4E S

EINKAUF, Michelle Yong
8717 Barracuda Wy
Sacto, CA 95826
Phone: (916) 364-1009
No. 21977 6 S

EISENHARDT, William
Vice President-Student Affairs
Maine Maritime Academy
Box 589
Castine, ME 04421
Phone: (207) 326-4311
No. 7461 1 V

EITZ, Patricia
Director, Student Affairs
Roosevelt University
2121 S. Goebbert
Arlington Heights, IL 60005
Phone: (708) 437-9200
No. 20444 4E P

ELAM, Michael A.
Assoc VP Student Affairs
Florida Community College
501 W. State St
Jacksonville, FL 32202
Phone: (904) 632-5000
No. 2224 3 V

ELDER, Ann Claiborne
Rt #5 Box 414 N
Charlottesville, VA 22901
Phone: (804) 979-8884
No. 20174 3 S

ELDREDGE, Keith
Dept of Residence Life
Fairfield University
North Benson Road
Fairfield, CT 06430
Phone: (203) 254-4065
E-mail: keldredge@fairi.fairfield.edu
No. 17921 1 S

ELDRIDGE, Jonathan D.
Hall Director
Colorado State University
West Fall Hall Apt HD
Ft. Collins, CO 80521
Phone: (303) 495-2593
No. 18645 4W S

ELKINS, Susan
Assistant Director
University of Kansas
400 Union
Lawrence, KS 66045
Phone: (913) 864-3200
No. 17139 4W P

ELKO, Edward E.
Associate Dean/Student Affairs
Texas College Osteopathic Med
3500 Camp Bowie Blvd
Fort Worth, TX 76102
Phone: (817) 735-2505
No. 20277 3 A

ELLETT, Thomas E.
Dir - Housing & Res Svs
Catholic University of America
620 Michigan Ave, NE #108
Washington, DC 20064
Phone: (202) 319-5615
E-mail: ELLETT@CUAVAX
No. 9987 2 P

ELLEVEN, Russell
Residence Hall Director
University of North Texas
P.O. Box 12652
Denton, TX 76203
Phone: (817) 565-4574
No. 20572 3 P

ELLIOTT, Betty
Dir./Learning Assistance Ctr.
Rio Salado Community College
621 N. 7th Avenue
Phoenix, AZ 85007
Phone: (602) 252-3289
Fax: (602) 253-7534
No. 21973 6 P

ELLIOTT, Molly A.
Asst. Dir. of Career Planning
St. Lawrence University
Office of Career Planning
Canton, NY 13617
Phone: (315) 379-5906
Fax: (315) 379-5627
No. 21364 2 P

ELLIOTT, Sue Sloop
Graduate Assistant
3243C Cypress Park Road
Greensboro, NC 27407
Phone: (919) 334-5100
No. 20646 3 S

ELLIS, Herman A.
Director Student Activities
Cal State Univ-Chico
Chico, CA 95929-0755
Phone: (916) 895-5396
No. 14697 6 P

ELLIS, Louisa E.
501 Blair Stone Rd. #304
Tallahassee, FL 32301
Phone: (904) 644-7796
No. 21488 3 S

ELLIS, Shannon
Dean of Students
Evergreen State College
Library 1414
Olympia, WA 98505
Phone: (206) 866-6000
Fax: (206) 866-6823
No. 1064 5 P

ELLISON, Helen
Asst VP - Student Affairs
Florida International Univ
Room Lib 317A North Campus
North Miami, FL 33181
Phone: (305) 940-5943
Fax: (305) 956-5487
No. 14652 3 P

ELLISON, Lynn
319 Hayden Road Apt. 27
Tallahassee, FL 32304
Phone: (904) 644-5867
No. 21637 3 S

ELLMS, Sherry
Dean of Students
The Naropa Institute
2130 Arapahoe Ave
Boulder, CO 80302
Phone: (303) 444-0202
No. 18499 4W V

ELMORE, Joseph D.
Director
University of Mississippi
Ole Miss Union
University, MS 38677
Phone: (601) 232-7106
No. 7008 3 P

ELMORE, Kenneth
Assoc Director Residence Life
Boston University
985 Commonwealth Ave #123
Boston, MA 02215
Phone: (617) 353-4380
No. 16995 1 P

ELMORE, Michael
Dir.-Schine Stu. Ctrs. & Act.
Syracuse University
303 Univ Pl/231 Schine Stu Ctr
Syracuse, NY 13244
Phone: (315) 443-2718
Fax: (315) 443-4617
No. 21375 2 P

ELSASS, Susan
Dean of Students
Daniel Webster College
Dean of Students Office
Nashua, NH 03063
Phone: (603) 883-3556
No. 1845 1 V

ELSEY, Robert
Dean of Student Life
Indiana State University
Hulman Memorial Student Union
Terre Haute, IN 47809
Phone: (812) 237-3852
No. 3180 4E P

ELZINGA, Agnes
3005 Tamarak Drive
Manhattan, KS 66502
No. 7708 4W P

EMERICK, Betsy K.
Dean-Educational Services
Dickinson College
Educational Services
Carlisle, PA 17013 2896
Phone: (717) 245-1507
E-mail: EMERICK@Dickinson
No. 1497 2 V

EMERICK, Sandra M.
Assistant Dean of Students
University of Akron
Gardner Student Center #104
Akron, OH 44325-4608
Phone: (216) 972-7021
Fax: (216) 972-6301
No. 21118 4E P

EMERSON, W. Preston
Dean of Student Services
Lenoir Community College
P.O. Box 188
Kinston, NC 28501
Phone: (919) 527-6223
No. 1932 3 V

EMMANUEL, Narbeth
Vice President-Student Affairs
Ferris State University
805 Campus Dr/301 Rankin Ctr
Big Rapids, MI 49307
Phone: (616) 592-3518
No. 4935 4E V

EMMETT, Michelle Ann
Programming & Activities Director
Northern Illinois University
Holmes Student Center- 601
Dekalb, IL 60115
Phone: (815) 753-1421
No. 11398 4E P

EMMONS, David
Dir of Student Activities
Southwest Missouri State Univ
901 S. National
Springfield, MO 65804
Phone: (417) 836-4386
No. 13017 4W P

EMMONS, Julia M.
Program Coordinator, Sr.
Arizona State University
60 Agazziz Terrace
Globe, AZ 85501-9641
Phone: (602) 965-6658
No. 20423 6 P

EMSWELLER, David
Complex Director
Michigan State University
Apt #1, N. Wonders Hall, MSU
East Lansing, MI 48825
Phone: (517) 353-2898
No. 8228 4E P

ENDERLY, Michael T.
Director-Student Organizations
University of Cincinnati
221 Tangemen CTR Mail Loc #136
Cincinnati, OH 45221
Phone: (513) 556-6115
No. 9866 4E P

ENGEL, Hartley
100 So. Doheny Dr #714
Los Angeles, CA 90048
Phone: (310) 858-0402
No. 18930 6 S

ENGEL, Julie
Assistant Director Res Life
Incarnate Word College
4301 Broadway Box 33
San Antonio, TX 78209
Phone: (210) 829-6034
No. 21244 3 P

ENGGAS, Grace
Director of Housing
Eastern Connecticut State Univ
83 Windham Street
Willimantic, CT 06226
Phone: (203) 456-5369
Fax: (203) 456-5706
E-mail: ENGGASEECSUC.
CTSTATEU.EDU
No. 1254 1 P

ENGLE, Gregory K.
Director of Student Life
University of North Alabama
UNA Box 5033
Florence, AL 35632
Phone: (205) 760-4248
No. 19952 3 P

ENGLIN, Peter D.
Coord. of Residence Life
Iowa State University
2419 Friley Hall
Ames, IA 50012
Phone: (515) 294-2962
Fax: (515) 294-1306
No. 21549 4E P

ENRIGHT, Laurie A.
Program Coord. for Engineering
Univ. of NC - Charlotte
Univ. Career Ctr/132 King Bldg
Charlotte, NC 23223
Phone: (704) 547-2231
No. 18844 3 P

ENRIQUE, Ramos Resendiz
Stud.Affairs-ITESM Guadalajara
Ramon Corona 2514 Col. Nuevo
MEXICO Zapopan Jalisco
Fax: (3) 669-3040
No. 19626 3 V

ENSOR, Rocio
Counseling Faculty
Skyline College
428 N. San Mateo Drive
San Mateo, CA 94401
No. 17140 6 F

EPPS, Delana D.
Methodist College
Box 12105
Fayetteville, NC 28311
No. 20522 3 H

EPPS, Linda
Dean of Students
Bloomfield College
Student Affairs
Bloomfield, NJ 07003
Phone: (201) 748-9000
No. 1477 2 V

EPSTEIN, Cynthia Beth
175 Hancock Street Apt. 4
Cambridge, MA 02139
Phone: (617) 492-6959
No. 20060 1 A

ERB, Nancy Malley
Residence Hall Director
Boston College
B.C.-Office of Uni. Housing
Chestnut Hill, MA 02167
Phone: (617) 552-2627
No. 19379 1 P

EREKSON, Charles F.
Assistant to Vice President
Santa Clara University
201 Benson Center
Santa Clara, CA 95053
Phone: (408) 554-4721
E-mail: CEREKSON@SCU
No. 1316 6 V

ERFORD, Kristi
Graduate Resident Director
University of Denver
1870 S. High Street
Denver, CO 80210-3300
Phone: (303) 871-3357
No. 20859 4W S

ERICKSEN, Yolanda M.
Assistant Dean Student Life
Metropolitan State College
Campus Box 23 PO Box 173362
Denver, CO 80217-3362
Phone: (303) 556-3908
No. 17504 4W P

ERICKSON, Kris
Residence Life Coordinator
Elmira College
EC7-100
Elmira, NY 14901
Phone: (607) 735-1993
No. 20371 2 S

ERICKSON, Mark H.
Dean of Student Life
Lehigh University
#29 Trembley Drive
Bethlehem, PA 18015
Phone: (215) 758-4157
E-mail: MHEO@LEHIGH.EDU
No. 12106 2 P

ERICKSON, Roberta
Dir-Admissions & Counseling
Pikes Peak Community College
5675 S. Academy Boulevard
Colorado Springs, CO 80907
Phone: (719) 540-7147
Fax: (719) 540-7614
No. 20700 4W A

ERICKSON, Shirley
Dean of Student Affairs
University of Maine-Machias
O'Brien Avenue #9
Machias, ME 04654
Phone: (207) 255-3313
No. 6434 1 V

ERN, Ernest
Vice President-Student Affairs
University of Virginia
The Rotunda
Charlottesville, VA 22903
Phone: (804) 924-7984
No. 1615 3 V

ERNST, Dale E.
Assistant Dean of Students
Rockhurst College
7 Massman Hall, 1100 Rockhurst
Kansas City, MO 64110
Phone: (816) 926-4125
No. 10957 4W P

ERTEL, Mark
Associate Dean of Students
Jacksonville University
Jacksonville, FL 32211
Phone: (909) 744-3950
No. 19234 3 P

ERWIN, J. Michael
Director, Career Service Ctr
Eastern Michigan University
4th Floor Goodison
Ypsilanti, MI 48197
Phone: (313) 487-0400
No. 20421 4E P

ERWIN, Linda
Student Services Manager
Indiana Vocational Tech Coll.
117 Winding Drive
Alexandria, IN 46001
Phone: (317) 643-7133
No. 16041 4E A

ERWIN, JR., David B.
Dean of Students
Ohio Dominican College
1216 Sunbury Road
Columbus, OH 43219-2099
Phone: (614) 251-4590
Fax: (614) 252-0776
No. 8268 4E V

ESCAMILLA, Manuel
Asst VP Academic Affairs
Metropolitan State College
Campus Box 42, P.O. Box 173362
Denver, CO 80217-3362
Phone: (303) 556-4737
Fax: (303) 556-4035
No. 14651 4W P

ESCOTT, Stanley
VP & Dean of Student Devlpmt.
Manchester College
College Ave.
North Manchester, IN 46962
Phone: (219) 982-5052
No. 745 4E V

ESHENOUR, Mary
Assistant Director
University of Rochester
75 Virginia Ave
Rochester, NY 14619
Phone: (716) 275-2354
E-mail: eshm@troi.cc.rochester.edu
No. 19982 2 P

ESNES-JOHNSON, Theresa
Assoc. Dean of Students
SUNY College Farmingdale
Sinclair Hall 181/Melville Rd
Farmingdale, NY 11735
Phone: (516) 420-2139
No. 2714 2 V

ESPEY, JR., Melford E.
Asst to VP- Student Affairs
University of Alabama
P.O. Box 870373
Tuscaloosa, AL 35487-0373
Phone: (205) 348-7114
Fax: (205) 348-2184
No. 12103 3 P

ESPINOSA, Michelle Snyder
Assoc. Director, Student Life
Loyola College in Maryland
4501 N. Charles Street
Baltimore, MD 21210
Phone: (410) 617-2339
No. 14415 2 P

ESPINOZA, Corina A.
Director, Cross-Cultural Ctr
U of California-Irvine
Cross-Cultural Ctr, UC Irvine
Irvine, CA 92715
Phone: (714) 856-7215
No. 10958 6 P

ESPOSITO, Anthony
Dir. - Res. Life & Housing
Bridgewater State College
100 DiNardo Hall
Bridgewater, MA 02325
Phone: (508) 697-1277
E-mail: TESPOSITO@FRED.BSC.MASS.EDU
No. 5683 1 P

ESPOSITO, Celia
Dean of Student Services
New College of California
50 Fell Street
San Francisco, CA 94102
Phone: (415) 241-1381
No. 19111 6 A

ESSOR, Claudette
PO Box 030187
Brooklyn, NY 11203-9997
Phone: (718) 451-2088
No. 18248 2 S

ESTANEK, Sandra M.
Vice President-Student Svcs
Ursuline College
2550 Lander Road
Pepper Pike, OH 44124
Phone: (216) 646-8320
Fax: (216) 646-8318
No. 11622 4E V

ESTES, Kyle R.
Residence Hall Director
Northern Arizona University
P.O. Box 15006
Flagstaff, AZ 86011
Phone: (602) 523-5147
No. 20636 6 P

EUBANKS, Cynthia
Grad. Asst./Hall Director
Ramapo Coll. of NJ/RPO Box 652
505 Ramapo Valley Road
Mahwah, NJ 07430-1680
Phone: (201) 529-7461
No. 21462 2 S

EUBANKS, Steve
Residence Director
P.O. Box 1471
Glendora, CA 91740-1472
Phone: (818) 815-6130
No. 20829 6 S

EUCULANO, Joseph M.
Asst Vice Chancellor
Univ of Arkansas-Fayetteville
2141 Loren Circle
Fayetteville, AR 72701
Phone: (501) 575-5007
E-mail: JEUCULAN@COMP.UARK.EDU
No. 10883 4W P

EVANS, Brian L.
Coord ID High Sch Enroll Progr
Idaho State University
Admin. Bldg. #316, Box 8054
Pocatello, ID 83209
Phone: (208) 236-2122
Fax: (208) 236-4487
E-mail: evanbria@cwis.isu.edu
No. 20629 5 P

EVANS, K. James
Dean of Student Affairs
Univ of Pittsburgh-Bradford
300 Campus Drive
Bradford, PA 16701-2898
Phone: (814) 362-7650
No. 8348 2 V

EVANS, Nancy J.
Associate Professor
Pennsylvania State University
Cedar 329
University Park, PA 16802
Phone: (309) 298-1529
Fax: (814) 863-7750
No. 385 2 P

EVANS, Shiela
4213 Karen Street
Moss Point, MS 39513
Phone: (601) 266-3385
No. 20781 3 S

EVERAGE, Wanda E.
Asst to Provost/Acad Enhancemt
Drake University
205 Old Main/2507 Univ. Ave.
Des Moines, IA 50311
Phone: (515) 271-3753
E-mail: WE0821S@acad.drake.edu
No. 15028 4E P

EVERETT, Karen E.
Director-Enrollment Management
Eastern Montana College
1500 N. 30th
Billings, MT 59101-0298
Phone: (406) 657-2158
E-mail: adm_temps@vicuna.emcmt.edu
No. 12917 5 P

EVERETT, Marcia
VP Stu. Aff./Inst. Advancement
Motlow State Community College
P.O. Box 88100
Tullahoma, TN 37388-8100
Phone: (615) 455-8511
Fax: (615) 454-0059
E-mail: MEVERETT@MSCC.CC.TN.US
No. 11859 3 V

EVERSEN, Richard
Dean for Student Affairs
Stevens Inst of Technology
Castle Point on the Hudson
Hoboken, NJ 07030
Phone: (201) 216-5206
No. 2250 2 V

EVERSOLE, Ann
Interim Dean of Student Life
The University of Kansas
300 Strong Hall
Lawrence, KS 66045
Phone: (913) 864-4060
Fax: (913) 864-4050
No. 20834 4W P

EWALT, Robert
Vice President, Student Affairs
Texas Tech University
P.O. Box 42012
Lubbock, TX 79409-2013
Phone: (806) 742-2131
No. 1460 3 V

EWING, Jeffrey F.
Director of Student Activities
Beaver College
450 South Easton Road
Glenside, PA 19038
Phone: (215) 572-4044
Fax: (215) 572-2126
E-mail: ewing@beaver.edu
No. 16874 2 P

EWOUDS, Pamela L.
Director Career Services
Furman University
FH 102
Greenville, SC 29613
Phone: (803) 294-2106
Fax: (803) 294-3123
No. 13067 3 P

EYDT, H.R.N.
Warden of Residences
University of Waterloo
200 Univ. Ave W. - Waterloo
CANADA N2L 3G1
Phone: (519) 888-4072
No. 1095 4E V

EYE, Patrick L.
Complex Director
SUNY - Coll. at New Paltz
Dubois Hall
New Paltz, NY 12561
Phone: (914) 257-5072
Fax: (914) 257-4532
No. 18097 2 P

F

FABIAN, Daniel J.
Resident Director
Old Dominion University
1023 West 49th Street
Norfolk, VA 23508
Phone: (804) 683-4284
No. 17868 3 P

FAHEY, Eileen M.
Assistant to Dean of Students
Regis College
Box 14 235 Wellesley St
Weston, MA 02193
No. 930205 1 P

FAIRCHILD, Ellen E.
Coordinator Off Campus Center
Iowa State University
59 Memorial Union
Ames, IA 50011
Phone: (515) 294-2364
No. 18511 4E P

FALCONE, James
Director of University Housing
University of The Pacific
3601 Pacific Avenue
Stockton, CA 95211
Phone: (209) 946-2331
No. 1366 6 P

FALESE, Joseph
VP Student Affairs
Lewis University
Rt. 53 Box 280
Romeoville, IL 60441
Phone: (708) 838-0500
No. 21696 4E A

FALKENBERG, Anna
Director of Career Services
Texas Lutheran College
1000 W. Court
Seguin, TX 78155
Phone: (210) 372-8155
Fax: (210) 372-8096
No. 21810 3 A

FANCHER-WHITE, Linda
Spec. Asst. to the President
Metropolitan State University
700 E. 7th Street
Minneapolis, MN 55106-5000
Phone: (612) 772-7668
Fax: (612) 772-7632
No. 21494 4E P

FANGMAN, Elmer
Vice President-Student Affairs
Benedictine College
1020 N. 2nd St
Atchison, KS 66002
Phone: (913) 367-5340
No. 2050 4W V

FARA, Christine M.
Director
Manhattan College
4513 Manhattan College Pkwy
Riverdale, NY 10471
Phone: (212) 920-0308
No. 18506 2 P

FARBER, Leonard J.
Asst. Dir. of Residence Life
Teachers Coll./Columbia Univ.
1230 Amsterdam Ave. #107
New York, NY 10027
Phone: (212) 678-3234
Fax: (212) 678-4048
E-mail: farber@cutcsq.tc.columbia.edu
No. 17438 2 P

FARBER, Risa
Student Development Coord.
Univ. of Houston
4361 Wheeler
Houston, TX 77004
Phone: (713) 743-6032
Fax: (713) 743-6039
No. 21281 3 P

FARLEY, Michael A.
Memorial Union Bldg Manager
Indiana University
900 East 7th Street
Bloomington, IN 47405
Phone: (812) 855-4543
E-mail: MIFARLE@INDIANA.EDU
No. 18850 4E S

FARLOWE, Art
Director of Residence Life
Coker College
102 Belk Hall
Hartsville, SC 29550
Phone: (803) 383-8360
No. 17539 3 A

FARMER, Arthur W.
Associate Dean of Students
Northern Arizona University
P.O. Box 6015
Flagstaff, AZ 86011
Phone: (602) 523-5181
No. 8373 6 P

FARNI, Ann Coppernoll
Coord.- Undergraduate Programs
Iowa State Univ./Coll. of Bus.
396 Carver Hall
Ames, IA 50011-2063
Phone: (515) 294-8431
Fax: (515) 294-6060
E-mail: ACFARNI@iastate.edu
No. 21573 4E P

FARQUHARSON, Richard
Office of VP for Stu. Affairs
SUNY Brockport
Brockport, NY 14220-2918
No. 21351 2 H

FARRAGHER, Joseph P.
Director of Student Affairs
Keystone Junior College
PO Box 50
La Plume, PA 18440-0220
Phone: (717) 945-5141
No. 7292 2 V

FARRELL, David M.
Associate Dean-Student Life
Sonoma State University
1801 E. Cotati Avenue
Rohnert Park, CA 94928
Phone: (707) 664-2391
No. 10427 6 P

FARRELL, Howard M.
VP Student & Admin Services
Midwestern State University
3400 Taft Blvd
Wichita Falls, TX 76308-2099
Phone: (817) 689-4782
No. 7255 3 V

FARRELL, Joe
Dean of Students
John Carroll University
20700 North Park Blvd.
University Heights, OH 44118
Phone: (216) 397-4213
No. 1416 4E V

FARRELL, Sylvia
Director of Student Affairs
Stanford University
Graduate School of Business
Stanford, CA 94305
Phone: (415) 723-1955
Fax: (415) 725-1668
No. 20876 6 P

FASOLD, Shannan
Grad Asst-Orientation Services
2217 W. Elizabeth St. #108
Ft. Collins, CO 80521
Phone: (303) 495-2076
No. 18660 4W S

FASSL, Laverne
Assistant Dean
Canisius College
Student Activities Office
Buffalo, NY 14208
Phone: (716) 888-2190
No. 2042 2 P

FAULKENBERRY, Frances
5295 Diamondback Drive
Las Cruces, NM 88011
Phone: (505) 522-8110
No. 7583 4W S

FAUST, Debra
Asst. Registrar/Stu. Services
Shorter College
1950 Spectrum Circle, Ste.A305
Marietta, GA 30067
Phone: (404) 951-1950
Fax: (404) 980-3413
No. 21371 3 A

FAUST, Terry L.
Director Financial Aid
Kennesaw State College
PO Box 444
Marietta, GA 30061
Phone: (404) 423-6073
No. 21198 3 P

FAVORS, Steve
Vice President-Student Affairs
Howard University
2400 Sixth Street, NW
Washington, DC 20059
Phone: (202) 806-7500
No. 2317 2 V

FECHNER, Andrea M.
Student Affairs Administrator
University of Redlands
1200 E. Colton Ave, Box 3080
Redlands, CA 92373
Phone: (909) 793-2121
No. 20235 6 P

FEHER, Patrice
Vice President Student Service
Holy Family College
Frankford & Grant Avenues
Philadelphia, PA 19114
Phone: (215) 637-7700
No. 16869 2 A

FEID, Robert K.
Assoc Vice Chancellor Stu Devl
Appalachian State University
109 Administration Bldg.
Boone, NC 28608
Phone: (704) 262-2060
No. 6268 3 P

FEKERT, Robert
294 Sumner Avenue Apt. #5
Springfield, MA 01108
Phone: (413) 733-7249
No. 20979 1 S

FELDE, Robert
Associate Dean of Students
Luther College
700 College Dr
Decorah, IA 52101-1045
Phone: (319) 387-1330
E-mail: FELDEROB@LUTHER.EDU
No. 232 4E P

FELVER, Jack
Associate Director-Housing
Northern Illinois University
645 Joanne Lane
De Kalb, IL 60115
Phone: (815) 753-9606
No. 241 4E P

FENDE, Nicole
Northern Michigan University
Student Activities Office
Marquette, MI 49855
Phone: (906) 226-8656
Fax: (906) 227-2346
No. 21663 4E S

FENILI, Mary Lou
Asst. VC Acad. & Stu. Affairs
Univ of Colorado-Denver
CB 191, POB 173364
Denver, CO 80217-3364
Phone: (303) 556-4493
Fax: (303) 556-2678
E-mail: MFenili@cudnvr.denver.colorado.edu
No. 12849 4W P

FERGUSON, Irene C.
Director, Upward Bound
Southeast Missouri State Univ.
403 North Pacific Street
Cape Girardeau, MO 63701
Phone: (314) 290-5040
No. 20259 4W P

FERGUSON, June P.
36128 Sharron Way
Yucaipa, CA 92399
Phone: (714) 795-7409
No. 18910 6 S

FERGUSON, Peggy
78 Brainard Road
Enfield, CT 06082
Phone: (413) 748-3222
No. 20980 1 S

FERLAND, Raymond
Vice Pres-Student Affairs
Community Coll of Rhode Island
400 East Avenue
Warwick, RI 02886-1807
Phone: (401) 825-2179
No. 8639 1 A

FERNANDEZ, Maria
500 Westfield Ave #1
Elizabeth, NJ 07208-1623
No. 14997 2 S

FERRARA, K.C.
Hall Director
Roger Williams University
P.O. Box 1154
Bristol, RI 02809
Phone: (401) 254-3161
Fax: (401) 254-3451
No. 21353 1 P

FERREIRA, JR., Anthony C.
Coordinator Student Activities
Roger Williams University
One Old Ferry Rd
Bristol, RI 02809-2921
Phone: (401) 254-3076
Fax: (401) 254-3480
No. 17307 1 P

FERRELL, Kenneth
Vice President-Student Affairs
Valdosta State College
1500 N. Patterson Street
Valdosta, GA 31698
Phone: (404) 333-5944
No. 12788 3 V

FERRIOT, Joanne C.
Vice President-Student Affairs
Nicholls State University
P.O. Box 2040
Thibodaux, LA 70310
Phone: (504) 448-4021
No. 1708 3 V

FETEHA, Mohamed
Associate Dean of Students
American Univ-Cairo
PO Box 2511
113 Sharai Kaser El Aini
Cairo Egypt -
No. 17588 2 P

FEUQUAY, Cyndy
Director of Student Life
Univ of Missouri-Kansas City
5100 Rockhill Rd.
Kansas City, MO 64110
Phone: (816) 235-1081
No. 9179 4W P

FEY, Charles
Dean of Students
Univ of Texas-El Paso
102 W. Union
El Paso, TX 79968-0644
Phone: (915) 747-5648
Fax: (915) 747-6471
E-mail: DT06@UTEP.BITNET
No. 1123 3 A

FIDLER, Margaret
Director Administration
Stanford University
2nd Floor, Tresidder Union
Stanford, CA 94305-3072
Phone: (415) 725-1798
Fax: (415) 723-7014
No. 1408 6 P

FIELD, Julie E.
Assistant Director
Univ of Maryland-College Park
0200 Calvert Hall
College Park, MD 20742
Phone: (301) 314-7484
No. 7758 2 P

FIELDER, Carolyn G.
Resident Hall Director
University at Albany
1400 Washington Sq/PO Box22221
Albany, NY 12222
Phone: (518) 747-5954
No. 17006 2 P

FIELDS, Bonita
Asst. Coord. - M.E.P.
Louisiana State University
P.O. Box 19169
Baton Rouge, LA 70893
Phone: (504) 388-5705
Fax: (504) 388-5990
No. 20811 3 S

FIENMAN, Barbara M.
Dean of Students
Wentworth Inst of Technology
550 Huntington Avenue
Boston, MA 02115
Phone: (617) 442-9010
No. 1444 1 V

FIKE, Dawn M.
368 S. 6th Street
Indiana, PA 15701-3053
Phone: (412) 463-7595
No. 21363 2 S

FIKE, Janet M.
Dir of Commuter Affairs
Duquesne University
315 University Union
Pittsburgh, PA 15282
Phone: (412) 396-5816
No. 9318 2 P

FILE, Kenneth A.
Executive Vice President
Delta Tau Delta Fraternity
8250 Haverstick Road, Suite 150
Indianapolis, IN 46240-2472
No. 6270 4E SMN

FILIEN, Patrick J.
Coord Cent. for Cult. Exchange
Southern Vermont College
Monument Avenue
Bennington, VT 05201
Phone: (802) 442-8515
No. 21336 1 P

FINCHER, Wendy
Southern Methodist University
SMU Box 355
Dallas, TX 75275
No. 20523 3 H

FINDLEY, Lynette
Director, Equity Programs
Eastern Michigan University
204 Pierce Hall
Ypsilanti, MI 48197
Phone: (313) 487-2133
No. 7288 4E P

FINGER, Eleanor F.
Asst Dir Residence Life
John Carroll University
20700 N. Park Blvd #9999
University Heights, OH 44118
Phone: (216) 397-4401
No. 15314 4E P

FINGER, Ellis
Dir/Williams Ctr for the Arts
Lafayette College
Easton, PA 18042
Phone: (610) 250-5010
No. 940117 2 P

FINK, Robert A.
Dean of Student Life
College of St Francis
500 N Wilcox Street
Joliet, IL 60435
Phone: (815) 740-3399
No. 1901 4E V

FINLEY, Jim
Transfer Coordinator
Rogers State College
1207 W. 112th Drive
Jenks, OK 74037
Phone: (918) 341-7510
Fax: (918) 342-3811
No. 21359 4W P

FINN, Alicia A.
VP for Student Development
Notre Dame College
2321 Elm Street
Manchester, NH 03104
Phone: (603) 669-4298
No. 20430 1 V

FISCHER, Jean Dee
Area Coordinator
SIU at Edwardsville
Box 1256
Edwardsville, IL 62026-1256
Phone: (618) 692-2900
Fax: (618) 692-2833
No. 14070 4E P

FISCHER, John T.
Dean of Student Affairs
New Hampshire Tech College
505 Amherst Street
Nashua, NH 03061-2052
Phone: (603) 882-6923
No. 9426 1 V

FISCHER, Joseph
Assoc Director Student Housing
Southern Oregon State College
1250 Siskiyou Blvd
Ashland, OR 97520
Phone: (503) 552-6377
No. 7351 5 A

FISCHER, Joyce
Dean of Students
Donnelly College
608 N 18th
Kansas City, KS 66102
Phone: (913) 621-6070
No. 2142 4W V

FISER, Randy
Resident Director
George Washington University
2223 H St. N.W.
Washington, DC 20037
Phone: (202) 994-8661
No. 15092 2 P

FISHER, B. Jeanne
Vice President-Student Affairs
Univ. of Alabama - Huntsville
University Center, Room 114
Huntsville, AL 35899
Phone: (205) 895-6700
No. 1076 3 V

FISHER, Barbara
Dean of Students
Principia College
Dean of Students Office
Elsah, IL 62028
Phone: (618) 374-2131
No. 871 4E V

FISHER, Jennifer
Exec Dir, Enroll. Planning
Idaho State University
Campus Box 8054
Pocatello, ID 83209
Phone: (208) 236-2123
Fax: (208) 236-4487
E-mail: FISHJENN@ISU.EDU
No. 17222 5 P

FISHER, Kenneth G.
Director Residence Life
SUNY Farmingdale
Sinclair Hall Res Life Office
Farmingdale, NY 11735
Phone: (516) 420-2010
No. 10045 2 P

FISHER, Richard G.
Professor
Mankato State University
Counseling & Stu Pers - Box 52
Mankato, MN 56002-8400
Phone: (507) 389-5657
No. 20767 4E P

FITZER, Gary D.
Dean of Students/Asst VP
Westminster College
1840 South 1300 East
Salt Lake City, UT 84105
Phone: (801) 488-4132
No. 7247 5 P

FITZGERALD, Kathleen A.
Director of Residence Life
Mount Mercy College
1300 Elmhurst Drive
Cedar Rapids, IA 52402
Phone: (319) 363-8213
Fax: (319) 363-7543
No. 19521 4E P

FITZGERALD, Nancy A.
Academic Advisor
Indiana University
1140 W. Michigan St.
Indianapolis, IN 46202-5119
Phone: (317) 274-7238
E-mail: NFitzger@IUIS
No. 12936 4E P

FITZGERALD, Timothy M.
Dean of Students
Allentown College
2755 Station Ave. McShea Ctr
Center Valley, PA 18034
Phone: (215) 282-1100
No. 21239 2 P

FITZMORRIS, Sean
Complex Resident Director
P.O. Box 802 CM7
Madison, NJ 07940
Phone: (201) 408-4413
No. 20148 2 S

FITZPATRICK, James D.
Assoc. Dean of Students
Fairfield University
Barone Campus Center
Fairfield, CT 06430-7524
Phone: (203) 254-4000
Fax: (203) 254-4267
No. 19695 1 P

FITZPATRICK, James E.
Assistant Dean of Students
Robert Morris College
Narrows Run Road
Coraopolis, PA 15108
Phone: (412) 262-8348
No. 1961 2 P

FITZSIMMONS, James
Associate VP Student Affairs
Temple University
Conwell Hall 4th Floor
Philadelphia, PA 19122
Phone: (215) 787-6556
E-mail: FITZ@VM.TEMPLE.EDU
No. 14650 2 P

FLAGSTAD-KRAMER, Lois
Director of Counseling
Univ of Nebraska-Kearney
Student Affairs #144
Kearney, NE 68847
Phone: (308) 234-8248
E-mail: FLAGSTAD@PLATTE.UNK.EDU
No. 15021 4W P

FLAMER, Richard E.
Vice President/Student Affairs
Florida A&M University
105 Foote-Hilyer Admin Center
Tallahassee, FL 32307
Phone: (904) 599-3183
No. 20186 3 A

FLANAGAN, Melissa T.
Asst. Dir. of Stu. Activities
300 College Park
#206 Kennedy Union
Dayton, OH 45469-0622
Phone: (513) 229-4114
No. 10842 4E P

FLANAGAN, William J.
VP for Student Serv.
Beloit College
700 College Street
Beloit, WI 53511
Phone: (608) 363-2660
Fax: (608) 363-2718
No. 7300 4E V

FLANERY, Trudy
Program Coordinator
University of Connecticut
Student Union U8-2110 Hillside
Storrs, CT 06269-3008
Phone: (203) 486-3423
No. 9938 1 P

FLANNERY, Kathleen M.
Dean of Students
Manhattanville College
2900 Purchase St
Purchase, NY 10577
Phone: (914) 694-2200
No. 359 2 V

FLANNIGAN, Patricia
1627 Montview Blvd
Greeley, CO 80631
Phone: (303) 353-7789
No. 15090 4W S

FLECKENSTEIN, JR., John D.
Aide to the Vice President
Western Michigan University
1201 Oliver Street
Kalamazoo, MI 49008
Phone: (616) 387-2152
No. 18526 4E P

FLEMING, James
Assoc. Dean of Students
George Fox College
414 N. Meridian
Newberg, OR 97132
Phone: (503) 538-8383
Fax: (503) 537-3834
E-mail: JFLEMING@FOXMAIL.GFC.EDU
No. 20806 5 V

FLEMING, Mary
Counselor
University of Illinois-Chicago
851 South Morgan (M/C 159)
Chicago, IL 60607-7043
Phone: (312) 996-4224
No. 21053 4E P

FLIERL, Kathryn A.
Area Coordinator
Central Missouri State Univ.
Ellis Complex
Warrensburg, MO 64093
Phone: (816) 543-4515
No. 21413 4W P

FLORANCE, Darleen M.
Dean of Students
Fairleigh Dickinson University
1000 River Road
Teaneck, NJ 07666
Phone: (201) 692-2190
No. 12149 2 P

FLORES, Gloria Ann
Assoc. Dir of Minority Affairs
Univ of KS/Off of Minority Aff
145 Strong Hall
Lawrence, KS 66045
Phone: (913) 864-4351
E-mail: GFLORES@kuhub.cc.ukans.edu
No. 14649 4W P

FLORES, T. Richard
Dean for Student Affairs
Western Wyoming Community College
2500 College Drive
Rock Springs, WY 82901
Phone: (307) 382-1618
E-mail: wwdflore@antelope.wcc.edu
No. 15219 4W A

FLOWER, Gloria
Director of Student Services
Linfield College-Portland
2255 N.W.Northrup
Portland, OR 97210-2952
Phone: (503) 229-7714
No. 7953 5 P

FLOYD, Tamara C.
5432 Connecticut Ave NW #202
Washington, DC 20015
Phone: (202) 686-4000
No. 11260 2 A

FLYNN, Cynthia A.
Associate Director
Council of Presidents' Office
504 E 14th, Suite 110 Box40932
Olympia, WA 98504-0932
E-mail: cynthiaf@u.washington.edu
No. 4217 5 P

FLYNN, Philip
Asst Dir Housing & Res Life
North Carolina State Univ.
Box 7315, HRL, NCSU
Raleigh, NC 27695-7315
Phone: (919) 515-2430
Fax: (919) 515-3787
No. 11586 3 A

FLYNN, R. Thomas
Vice President-Student Affairs
Monroe Community College
1000 E Henrietta Road
Rochester, NY 14623
Phone: (716) 292-2121
No. 743 2 V

FLYNN, Steve
Dean of Students
Southern Oregon State College
1250 Siskiyou Blvd/Stu Aff
Ashland, OR 97520
Phone: (503) 552-6221
No. 8208 5 A

FOGEL, Jill L.
3329 SW 31 Drive #26C
Gainesville, FL 32608
Phone: (904) 392-1161
Fax: (904) 336-4233
No. 21635 3 S

FOGLE, Rick
Director of Student Life
Univ of Pittsburgh-Greensburg
1150 Mt Pleasant Rd
Greensburg, PA 15601
Phone: (412) 837-7040
Fax: (412) 836-7134
No. 9292 2 A

FOIGHT, Susan I.
314 W. 94th Street Apt. 2B
New York, NY 10025
Phone: (212) 316-1740
No. 20770 2 S

FOLEY, Constance L.
Director Of Residence Services
Kent State University
Korb Hall
Kent, OH 44242
Phone: (216) 672-7000
No. 11522 4E P

FOLEY, Erin M.
839 N. Smith Road #3
Bloomington, IN 47408
Phone: (812) 323-0713
E-mail: emfoley@ucs.indiana.edu
No. 19494 4E P

FOLLON, Sue
Vice Pres/Educ Stu Services
University of Northern Iowa
103 SSC
Cedar Falls, IA 50614-0382
Phone: (319) 273-2332
No. 10466 4E V

FORBES, Orcilia Z.
Vice President-Student Affairs
University of New Mexico
Scholes Hall 123
Albuquerque, NM 87131
Phone: (505) 277-0952
No. 2022 4W V

FORD, Constance D.
Associate Director Res Life
Montclair State College
Bohn Hall, Residence Life
Upper Montclair, NJ 07043
Phone: (201) 655-4155
No. 10960 2 P

FORD, Debbie
Dean of Students
Spalding University
851 South Fourth Street
Louisville, KY 40203
Phone: (502) 585-9911
No. 6388 3 V

FORD, Joseph M.
Dean of Students
Babson College
Hollister Hall, Box 2186
Babson Park, MA 02157-0301
Phone: (617) 239-4075
No. 11464 1 P

FORD, Julie
Resident Dir./Deglman Hall
Creighton University
2500 California Plaza
Omaha, NE 68178
Phone: (402) 280-5507
E-mail: J.E.Ford@bluejay.edu
No. 19542 4W P

FORD, Julius
Dean of Student Personnel
Westchester Community College
75 Grasslands Rd
Valhalla, NY 10595
Phone: (914) 285-6709
No. 7312 2 A

FORD, Lowell
Dean of Student Services
Chemeketa Community College
4000 Lancaster Drive NE
Salem, OR 97309-7070
Phone: (503) 399-5076
Fax: (503) 399-5214
No. 14932 5 V

FORD, Michael G.
Director-Student Development
Wake Forest University
PO Box 7454 Reynolda Station
Winston-Salem, NC 27109
Phone: (919) 759-5921
Fax: (919) 759-4744
No. 12186 3 P

FORD, Ralph L.
Director of Admissions
Monroe Co. Community College
1555 S Raisinville Road
Monroe, MI 48161
Phone: (313) 242-7300
No. 174 4E V

FORDHAM, Diana E.
P.O. Box 2716
Amherst, MA 01004-2716
Phone: (617) 578-8620
No. 19949 1 S

FORDHAM, Marilyn M.
President
Delta Gamma Fraternity
6702 Morton Drive
Boise, ID 83704
Phone: (208) 376-3628
No. 14410 5 SMN

FORINASH, Barbara M.
VP Student Services
Sioux Falls College
1501 South Prairie
Sioux Falls, SD 57105-1699
Phone: (605) 331-6623
No. 16898 4W V

FORNEY, Deanna S.
Assoc Professor- CNED & CSP
Western Illinois University
Horrabin Hall 74
Macomb, IL 61455
Phone: (309) 298-1529
No. 2775 4E P

FORREST, Cynthia Smith
Dean of Students
Framingham State College
100 State St., CC 508
Framingham, MA 01701
Phone: (508) 626-4636
No. 3229 1 P

FORTES, Robert G.
Multicultural Student Services
Southeastern MA University
Old Westport Road
No. Dartmouth, MA 02747
Phone: (508) 999-8190
No. 14797 1 P

FORTUNE, Mary F.
Director Student Activities
West Valley College
14000 Fruitvale Ave
Saratoga, CA 95070-5698
Phone: (408) 867-2200
No. 18229 6 A

FOSDICK, Martha
Graduate Student
Colorado State University
201 Admin Bldg-VPSA Office
Fort Collins, CO 80523
Phone: (303) 491-5312
No. 16961 4W S

FOSS, Jennifer A.
Counselor/Hall Director
Arkansas Tech University
P.O. Box 8666
Russellville, AR 72801
Phone: (501) 890-0200
No. 19125 4W A

FOSS, Karen M.
Vice President Student Service
South Seattle Community Coll.
6000 16th Avenue SW
Seattle, WA 98106
Phone: (206) 764-5315
No. 20613 5 A

FOSSEN, Linda P.
Vice President Student Service
Lane Community College
4000 30th Avenue
Eugene, OR 97405-0640
Phone: (503) 741-3075
No. 20199 5 A

FOSTER, Peggy
Dir. Student Support Services
Univ. of Central Oklahoma
100 N. University UC312
Edmond, OK 73034
Phone: (405) 341-2980
No. 940181 4W P

FOSTER, Scott
1311 Whaley St, Apt 707
Columbia, SC 29205
Phone: (803) 544-0557
No. 20285 3 P

FOSTER, Tim
Asst. Dir. of Housing-Res Life
Carnegie Mellon University
1060 Morewood Ave.
Pittsburgh, PA 15213
Phone: (412) 268-2142
No. 17704 2 P

FOTIS, Fred
Director- University Housing
Pennsylvania State University
205 Housing & Food Services
University Park, PA 16802
Phone: (814) 865-7862
Fax: (814) 863-5477
E-mail: FPF2@PSUADMIN
No. 854 2 P

FOUBERT, John
Area Coordinator
University of Richmond
28 Westhampton Way RC
Box1371
Richmond, VA 23173
Phone: (804) 289-8062
No. 18158 3 S

FOURROUX, Kristin
Assistant Director
Loyola University, New Orleans
6363 St. Charles Ave Box 126
New Orleans, LA 70118
Phone: (504) 861-5409
No. 20187 3 P

FOWLER, Callie
232B East Rutherford Street
Athens, GA 30605
Phone: (706) 543-7548
No. 21330 3 S

FOX, Ellen
Dir. Office Student & Res Life
Harvard Univ./Dudley Room B2
Grad. Sch. of Arts & Sciences
Cambridge, MA 02138
Phone: (617) 495-5060
No. 12492 1 A

FOX, John W.
Resident Director
Univ. of MD - Baltimore County
105 Hillcrest Building, UMBC
Baltimore, MD 21228
Phone: (410) 455-1605
Fax: (410) 455-1058
No. 21900 2 S

FOX, Martin H.
405 Academy Street
Newark, DE 19711
Phone: (302) 837-8135
E-mail: MFOX@CHOPW.UDEL.EDU
No. 19110 2 S

FOX, Rebecca M.
Dean of the College
William Smith College
Smith Hall
Geneva, NY 14456
Phone: (315) 781-3467
No. 119 2 V

FOX, Tricia
Assoc Director-Career Services
Anderson University
Department of Student Life
Anderson, IN 46012
Phone: (317) 649-4197
No. 20167 4E A

FRAMER, Barbara
Associate Dean of Students
George Washington University
2121 Eye St, NW Rice Hall 401
Washington, DC 20052
Phone: (202) 994-6710
No. 18534 2 P

FRANCE, Richard E.
Asst Dean-Evening/Weekend Prog
Cuyahoga Community College
11000 Pleasant Valley Road
Cleveland, OH 44130
Phone: (216) 987-5227
No. 1010 4E A

FRANCIS, Sister Marie
Dean of Students
Manor Junior College
700 Fox Chase Road
Jenkintown, PA 19046
Phone: (215) 885-2360
Fax: (215) 576-6564
No. 20364 2 A

FRANCO, Raymond D.
Vice President-Student Affairs
SUNY College-Cortland
P.O. Box 2000
Cortland, NY 13045
Phone: (607) 753-4721
No. 7281 2 V

FRANEK, Joseph
Director of Residential Life
SUNY College Brockport
24 Crescent Drive
Brockport, NY 14420
Phone: (716) 395-2122
E-mail: JFRANEK@BROCKVMA
No. 188 2 P

FRANK, Emily
Assistant Dean-Student Affairs
Johns Hopkins U-Peabody Inst
1 E Mt Vernon Pl
Baltimore, MD 21202
Phone: (410) 659-8173
No. 562 2 V

FRANKE, Linda A.
Director of Housing & Res Life
Santa Clara University
Benson Center 216
Santa Clara, CA 95053
Phone: (408) 554-4900
No. 94 6 P

FRANKER, Marsha
Director of Admissions
Pacific Oaks College
5 Westmoreland Place
Pasadena, CA 91103
Phone: (818) 397-1325
No. 20294 6 P

FRANKLIN, Edward L.
Asst Dean-Student Development
Johnson Co.Community College
12345 College Blvd.
Overland Park, KS 66210-1299
Phone: (913) 469-3830
No. 11105 4W P

FRANKLIN, Frank S.
Acting Asst. Dean of Stu. Aff.
CUNY
535 E. 80th Street
New York, NY 10021
Phone: (212) 794-5308
No. 20743 2 A

FRANKLIN, Herman
Vice President-Student Affairs
Univ of Maryland-Eastern Shore
Princess Anne, MD 21853
Phone: (410) 651-6687
Fax: (410) 651-6105
E-mail: FRANKLIN.UMES.UMD.EDU
No. 2189 2 V

FRANKLIN, Joan E.
Director of Counseling
Eastern New Mexico University
PO Box 266
Portales, NM 88130
Phone: (505) 562-2449
Fax: (505) 562-2215
No. 19225 4W P

FRANKLIN, Richard H.
Vice Pres & Dean of Students
Samford University
800 Lakeshore Dr
Birmingham, AL 35229
Phone: (205) 870-2736
No. 18232 3 A

FRANKLIN, Tony
Program Director
Univ. of New Mexico
1130 Mesa Vista Hall
Albuquerque, NM 87131-2071
Phone: (505) 277-5645
Fax: (505) 277-0370
No. 21415 4W P

FRANKS, Bob
Assistant Vice Chancellor
U of California-Davis
Office of Student Affairs
Davis, CA 95616
Phone: (916) 752-8787
No. 17150 6 P

FRANTZ, Steve
Associate Vice Chancellor
Minnesota Tech College System
364 Capitol Sq./550 Cedar St.
St. Paul, MN 55101
Phone: (612) 296-0672
Fax: (612) 296-4217
No. 21802 4E SMN

FRANZ, Jonathan
Dean of Students
St. Andrews College
1700 Dogwood Mile
Laurinburg, NC 28352
Phone: (919) 277-5145
No. 17456 3 A

FRASER, Ross
Associate Director
U of No. Carolina-Greensboro
1000 Spring Garden Street
Greensboro, NC 27412
Phone: (919) 334-5636
No. 11214 3 P

FRASER, Sheri Cranston
Coord. Retention & Counselor
University of Maine-Augusta
University Heights
Augusta, ME 04330
Phone: (207) 621-3176
No. 19055 1 P

FRAZER, Judy Prell
655 Baker St. #N101
Costa Mesa, CA 92626
Phone: (714) 857-4950
No. 19560 6 S

FREDERICK, Dwight J.
Area Coordinator
Eastern Conn. State University
83 Windham Street
Willimantic, CT 06226
Phone: (203) 465-5312
Fax: (203) 465-5151
No. 21347 1 P

FREDERICKSEN, Gary
Dir.-Student Health Ctr
Cal Polytech State University
3801 W Temple Avenue
Pomona, CA 91768
Phone: (714) 869-2345
No. 419 6 P

FREDERIKSEN, Charles
Director of Residence
Iowa State University
1218 Friley Hall
Ames, IA 50012
Phone: (515) 294-5636
No. 18 4E P

FREDRICH, M. Loretta
Assistant Director
SIU at Edwardsville
Early Childhood Ctr-Box 1076
Edwardsville, IL 62026-1076
Phone: (618) 692-2556
E-mail: LFREDRI@SIUEVM
No. 9533 4E P

FREDRICKS, Susan M.
Grad Asst/Univ Scholarship Ctr
University of Kansas
33 Strong Hall
Lawrence, KS 66044
Phone: (913) 864-5447
E-mail: sfredric@ukanvm
No. 19088 4W S

FREED, JR., Richard C.
University of Delaware
15 Sandy Run
Elkton, MD 21921
Phone: (302) 831-2141
No. 18963 2 S

FREEHILL, Janice A.
Interim Assoc Dir-Housing Svcs
Univ of Massachusetts-Amherst
208 Berkshire House
Amherst, MA 01003
Phone: (413) 545-1960
E-mail: freehill@hsng.umass.edu
No. 12525 1 P

FREEMAN, Elaine
Director of Special Projects
Missouri Southern State College
1930 East 20th J-2
Joplin, MO 64804
Phone: (417) 625-9759
No. 1454 4W P

FREEMAN, James T.
Washington & Jefferson College
241 E. Beau Ct. C.B. #315
Washington, PA 15301
No. 20552 2 H

FREEMAN, Michael A.
1660 E. Belvedere Ave #108
Baltimore, MD 21239
Phone: (410) 532-7552
No. 20025 2 S

FREEMAN, Michael C.
Dir/Internat'l Programs Office
University of Arkansas
104 Holcomb Hall
Fayetteville, AR 72701
Phone: (501) 575-5003
Fax: (501) 575-7084
E-mail: MF24677@UAFSYSA.
UARK.EDU
No. 21928 4W P

FREEMAN, Pamela W.
Assistant Dean of Students
Indiana University
705 E. 7th St
Bloomington, IN 47405
Phone: (812) 855-4463
E-mail: FREEMANP@INDIANA
No. 9361 4E P

FREESH, Patrick Noel
Assoc Vice Pres Stu Services
St Louis University
302 Busch Mem.Cen/20 N. Grand
St. Louis, MO 63103
Phone: (314) 658-2805
Fax: (314) 658-7177
No. 7611 4W P

FREISMUTH-REYNOLDS, Mary
Eastern Michigan University
38350 MacIntosh Court
Clinton Turnpike, MI 48036
Phone: (313) 465-3172
No. 21266 4E S

FREMONT, Rachel
Muhlenberg College
2400 Chew Street Box 1001
Allentown, PA 18104-5586
Phone: (610) 740-4236
No. 21752 2 S

FRETWELL, Gary L.
VP-Enrollment& Student Affairs
Millsaps College
P.O. Box 150556
Jackson, MS 39210
Phone: (601) 974-1050
No. 5392 3 V

FREY, Heidi
Graduate Advisor
Michigan State University
180 West Holmes Hall
East Lansing, MI 48825-1115
Phone: (517) 353-6370
E-mail: freyheid@student.msu.edu
No. 21760 4E S

FREYBERGER, George W.
Dean of Students
Upsala College
345 Prospect Street
East Orange, NJ 07019
Phone: (201) 266-7211
Fax: (201) 678-8837
No. 18475 2 V

FREYTAG, David
VP Marketing & Operations
Marriott Education Services
283 N. Lake Blvd St. 260
Altamonte Springs, FL 32701
Phone: (407) 339-3230
No. 8716 3 SMP

FRIDAY, Robert
Vice President-Student Life
Catholic University of America
Univ. Center, East Room 254
Washington, DC 20064
Phone: (202) 319-5211
No. 1124 2 V

FRIED, David P.
Dean of Student Affairs
University of Pittsburgh
P.O. Box 287
Titusville, PA 16354
Phone: (814) 827-4469
No. 19322 2 A

FRIED, Jane
Asst Professor
Northeastern University
203 Lake Hall
Boston, MA 02115
Phone: (617) 437-3276
No. 12846 1 P

FRIED, Steven
Resident Director
SUNY Fredonia
IGOE Hall Directors Apartment
Fredonia, NY 14063
Phone: (914) 354-6788
Fax: (716) 673-3562
No. 17911 2 P

FRIESEN, Norris
Vice President Student Develop
Huntington College
2303 College Ave.
Huntington, IN 46750
Phone: (219) 356-6000
No. 2268 4E A

FRIZZELL, Douglas K.
Assoc Dean for Student Life
University of Findlay
1000 N. Main Street
Findlay, OH 45840
Phone: (419) 424-4578
No. 17721 4E P

FROHLINGER, Marla
Asst Dean/Admission
Southeastern University
1750 NE 168th Street
North Miami Beach, FL 33162
Phone: (305) 949-4000
No. 7515 3 A

FROST, Susan
Graduate Assistant
Bowling Green State University
405 Student Services
Bowling Green, OH 43403
Phone: (419) 372-2843
E-mail: sfrost@andy.bgsu.edu
No. 18779 4E S

FRYE, Curt
Dean of Students
Wayne State College
200 East 10th
Wayne, NE 68787
Phone: (402) 375-2200
No. 1907 4W V

FUGLIE, Ruth
Director of Student Services
Fuller Theological Seminary
135 N Oakland Avenue
Pasadena, CA 91182
Phone: (818) 584-5437
No. 695 6 V

FULCOMER, Eric W.
Residence Hall Director
Bluffton College
Marbeck Center, Box 996
Bluffton, OH 45817
Phone: (419) 358-3273
No. 20780 4E S

FULK, Jonathan L.
Michigan State University
157 Phillips Hall
East Lansing, MI 48825
Phone: (517) 355-4991
No. 19079 4E S

FULLER, Amy J.
Resident Director
Houghton College
CPO 407 Houghton College
Houghton, NY 14744
Phone: (716) 567-9251
No. 20739 2 S

FULLER, Bill
Director, Student Affairs
Pennsylvania State University
P.O. Box 519
Uniontown, PA 15401
Phone: (412) 430-4125
Fax: (412) 430-4184
No. 1960 2 P

FULLER, Vivian L.
Director of Athletics
Northeastern Illinois Univ
5500 North St. Louis
Chicago, IL 60625
Phone: (312) 794-3081
No. 900255 4E P

FULLERTON, Barry A.
Vice President-Student Affairs
Florida Institute of Tech
150 W. University Blvd
Melbourne, FL 32901
Phone: (407) 768-8000
No. 379 3 P

FUNK II, Richard B.
Coordinator of Greek Life
Pennsylvania State University
214 HUB
University Park, PA 16802
Phone: (814) 863-8065
Fax: (814) 863-0812
E-mail: rxfs@psu.edu
No. 8752 2 P

FUNKE, Mary L.
4681 Columbia Road
Ellicott City, MD 21042
Phone: (410) 740-8051
No. 4198 2 A

FURLONG, Sumita G.
Student Affairs Coordinator
1200 Observatory Drive #4405
Madison, WI 53706
Phone: (608) 262-0444
No. 12620 4E P

G

GABRIEL, Elliot
Assoc. Dean of Students
Suffolk University
41 Temple Street
Boston, MA 02114
Phone: (617) 573-8239
Fax: (617) 742-2582
E-mail: E.Gabriel@ADMIN.Suffolk.
Edu
No. 21428 1 P

GAEDE, Laurelyn
Asst. Dir. of Housing
University of Texas-Arlington
UTA Box 19349
Arlington, TX 76019
Phone: (817) 273-2706
No. 12327 3 P

GAFFNEY, James N.
Residence Hall Director
University of WI - LaCrosse
Wentz Hall
LaCrosse, WI 54601
Phone: (608) 785-8556
Fax: (608) 785-8078
E-mail: jgaffney
No. 18034 4E P

GAFFNEY, Lawrence
Director-Halls of Res. Dept.
Indiana University
801 N. Jordan Ave.
Bloomington, IN 47401
Phone: (812) 885-2571
No. 7751 4E P

GAGE, Brent A.
Assoc. Greek Court Counselor
Eastern Illinois University
1000 Greek Court/Counselor
Charleston, IL 61920
Phone: (217) 581-6588
No. 20564 4E S

GAGNON, Paula
Dean of Students
Lyndon State College
Dean of Students Office
Lyndonville, VT 05851
No. 609 1 V

GAGNOW, Robin W.
Director Student Activities
Ashland University
401 E. College Avenue
Ashland, OH 44805
Phone: (419) 289-5325
No. 15549 4E A

GAINTY, Clement J.
Vice President Student Affairs
Quinsigamond Community College
670 West Boylston Street
Worcester, MA 01606
Phone: (508) 853-2300
No. 20702 1 V

GALIME, Steven
Asst Dir-Residence Life
SUNY Albany
1400 Washington Avenue
Albany, NY 12222
Phone: (518) 442-5875
No. 15963 2 P

GALINDO, Oscar A.
Director
Western Oregon State College
The Cottage Room #108
Monmouth, OR 97361
Phone: (503) 838-8195
No. 20293 5 P

GALLAGHER, Robert P.
Director-Counseling Center
University of Pittsburgh
334 William Pitt Union
Pittsburgh, PA 15260
Phone: (412) 648-7930
E-mail: RPGIEVUS.CIS.PITT
No. 14646 2 P

GALLEGOS, Leticia
Hall Director
University of North Texas
UNT Box 13617
Denton, TX 76203
Phone: (817) 565-4844
Fax: (817) 369-8764
No. 21382 3 P

GALLINA, Daron A.
13072 #2 Mohawk Path
Seneca, SC 29678
Phone: (803) 656-4484
Fax: (803) 656-0917
No. 21679 3 S

GALLOWAY, Mel
Director of Student Services
Cariboo College
Box 3010, Kamloops
BC, Canada V2C 5N3
Phone: (604) 828-5010
Fax: (604) 828-5668
No. 5154 5 V

GALSKY, Alan
Assoc Provost-Student Affairs
Bradley University
102 Swords Hall
Peoria, IL 61625
Phone: (309) 677-3140
No. 1351 4E V

GALVIN, Nancy M.
Associate Dean of Students
Lesley College
37 Mellen Street
Cambridge, MA 02138
Phone: (617) 349-8585
No. 7223 1 A

GAMMELL, Gloria R.
Mgr., Career Couns. & Advismt.
College of Nursing
East TN State Univ./Box 70671
Johnson City, TN 37614-0671
Phone: (615) 929-5880
No. 21761 3 P

GAMSKY, Neal
Professor
Illinois State University
EAF 5900
Normal, IL 61761
Phone: (309) 438-3903
No. 20566 4E P

GANGES, JR., George R.
Asst Dean Student Life
Rutgers University
115 College Ave, Room 209
New Brunswick, NJ 08903
Phone: (908) 932-7610
Fax: (908) 932-8832
No. 19131 2 P

GANNAWAY, Michael
Dean of Student Life
Sul Ross State University
Box C-121
Alpine, TX 79832
Phone: (915) 837-8037
Fax: (915) 837-8046
No. 20873 3 V

GARB, Elliott
Asst. Chanc.- Student Affairs
Univ of Wisconsin-Eau Claire
Student Affairs, Schofield 240
Eau Claire, WI 54702-4004
Phone: (715) 836-2624
No. 885 4E V

GARBUIO, Judith A. Biggs
Associate Director
University of Southern Calif.
202 STU
Los Angeles, CA 90089-0890
Phone: (213) 740-5693
Fax: (213) 749-9781
No. 21515 6 P

GARCIA, Anthony E.
Dean of Students
Santa Fe Community College
P.O.Box 4187
Santa Fe, NM 87502
Phone: (505) 471-8200
No. 8156 4W V

GARCIA, Cynthia
Pro Spec II/Coll Enrich Progr
University of New Mexico
Mesa Vista Hall, Room 2013
Albuquerque, NM 87131-2031
Phone: (505) 277-7763
Fax: (505) 277-2182
No. 21377 4W P

GARCIA, Daisy
Housing Coordinator
Florida State University
PO Box 66841
Tallahassee, FL 32313-6841
Phone: (516) 420-2252
No. 15913 3 S

GARCIA, Florence M.
Director
Eastern Montana College
1500 N. 30th St
Billings, MT 59101
Phone: (406) 657-2162
No. 20298 5 P

GARCIA, Martha Y.
3346 W. 97th Ave #36
Westminster, CO 80030
Phone: (303) 465-6123
No. 17986 4W P

GARCIA, Wendy
Florida State University
2908-D Battle Mountain Way
Tallahassee, FL 32301
Phone: (904) 644-7215
No. 20584 3 S

GARCIA-BOCKMAN, Peggy
Dir-Graduate & Profess Opp Prg
U of California-Irvine
120 Administration Building
Irvine, CA 92717
Phone: (714) 856-5879
No. 16881 6 P

GARDINER, Penny
V.P. Human Resources
Sault Coll Applied Art & Tech
443 Northern Ave Sault Ste Mar
Ontario, Canada P6A 5L3
Phone: (705) 759-6774
No. 6596 4E V

GARDNER, Kent L.
Associate VP-Student Affairs
University of Texas-Arlington
UTA Box 19348
Arlington, TX 76019
Phone: (817) 273-2354
No. 1378 3 P

GARDNER, L. Butch
Asst VP Student Services
Harding University
H.U. Box 2252
Searcy, AR 72149
Phone: (501) 279-4332
Fax: (501) 279-4059
No. 10122 4W V

GARDNER, Maureen
Asst. for Student Services
Vermont State Colleges
P.O. Box 359
Waterbury, VT 05676
Phone: (802) 241-2520
Fax: (802) 244-1746
No. 18792 1 A

GARDNER, Nicole S.
Director Student Life
Thomas College
180 West River Rd
Waterville, ME 04901
Phone: (207) 873-0771
No. 19510 1 P

GARDNER, Rick
904 Suterland Road
Cary, NC 27511-5077
Phone: (919) 966-3837
Fax: (919) 962-3719
E-mail: rick_gardner@unc.edu
No. 17579 3 P

GARGANO, Michael
Special Asst. to the VP
George Washington University
2121 I Street, NW
Washington, DC 20052
Phone: (202) 994-7210
Fax: (202) 994-0475
No. 21947 2 P

GARING, Martha T.
Assoc Dean-Student Development
Sage Junior College of Albany
140 New Scotland Ave
Albany, NY 12208
Phone: (518) 445-1753
No. 1947 2 A

GARNER, Ronald
Dean of Student Services
Garland Co. Community College
P.O. Box 3470
Hot Springs, AR 71914-3470
Phone: (501) 767-9371
No. 2315 4W V

GARNER, Tim
Acting Dean of Students
Franklin College
501 E. Monroe St
Franklin, IN 46131
Phone: (317) 738-8080
No. 1149 4E V

GARRARD, Douglas C.
Coordinator II
University of Texas at Austin
101 E. 21st St.
Austin, TX 78713
Phone: (512) 471-1383
Fax: (512) 471-9101
No. 21639 3 P

GARRETT, Deborah A.
Vice President, Student Svcs
McLennan Community College
1400 College Drive
Waco, TX 76708
Phone: (817) 750-3513
No. 17066 3 V

GARRETT, Leonard
Dean of Students
Southeastern Louisiana Univ.
SLU 348
Hammond, LA 70402
Phone: (504) 549-2212
Fax: (504) 549-5103
No. 20155 3 A

GARRETT, Lori A.
1605 Dogwood Drive
Frederick, MD 21701
Phone: (301) 694-2841
No. 18639 2 S

GARRISON, John H.
Asst VP/Dean of Students
Southwest Texas State Univ
601 University Drive
San Marcos, TX 78666
Phone: (512) 245-2124
No. 12451 3 P

GARZA, Teresa
Bolsa de Trabajo del ITESM
Av Eugenio Garza Sada 2501 Sur
Monterrey, Nuevo Leon
MEXICO 64849
No. 21776 3 P

GASPA, Laura
Residence Director
Stonehill College
Residence Life
North Easton, MA 02357
Phone: (508) 230-1290
No. 19425 1 P

GASPARDINO, Andrea
Panhellenic Grad. Advisor
Bowling Green State University
425 Student Services Building
Bowling Green, OH 43403
Phone: (419) 372-2686
No. 21076 4E S

GAST, Linda K.
Dir, Career Develop Center
Univ of Maryland-College Park
Career Center
College Park, MD 20742
Phone: (301) 314-7234
No. 8251 2 P

GATCH, Georgie
Dean of Student Life
Barnard College
3009 Broadway, 210 McIntosh
New York, NY 10027-6598
Phone: (212) 854-2342
No. 4381 2 V

GATENS, Adele
Director Residence Life
College of Mount St. Vincent
6301 Riverdale Ave
Riverdale, NY 10471
Phone: (718) 405-3227
No. 21152 2 P

GATTI, Robert M.
Vice President-Student Affairs
Otterbein College
Student Personnel Office
Westerville, OH 43081
Phone: (614) 823-1250
E-mail: BGATTI@BCLCL1.IM.BATTELLE.ORG
No. 1140 4E V

GATTSHALL, Eric
1710 NW Second Avenue #8
Gainesville, FL 32603
Phone: (904) 377-0991
No. 21738 3 S

GAUGHEN, John
Coord.-Student Activities
San Diego State University
Student Resource Center
San Diego, CA 92182-0562
Phone: (619) 594-1037
Fax: (619) 594-1045
E-mail: gaughen_john@mailgw.sdsu.edu
No. 7354 6 P

GAULD, Virginia D.
Vice President, Student Affairs
Univ of Alabama-Birmingham
503 Hill University Center
Birmingham, AL 34294-1150
Phone: (205) 934-6290
Fax: (205) 934-2047
No. 256 3 V

GAUSMAN, Kathleen
Director Student Living
Gannon University
University Square
Erie, PA 16541
Phone: (814) 871-7661
No. 20410 2 P

GAUSSOIN, Kristofer
1801 Girard SE Apt. C
Albuquerque, NM 87106
Phone: (505) 277-3361
No. 20746 4W S

GECKLE, Ken
Asst Dean for Residence Life
Wesley College
120 N. State St.
Dover, DE 19901
Phone: (302) 236-2458
No. 18096 2 P

GEE, Henry
Associate Dean of Students
Azusa Pacific University
901 E. Alosta Blvd.
Azusa, CA 91702-7000
Phone: (818) 812-3061
No. 10115 6 P

GEGENHEIMER, Jerry
VP, Student Services
Vincennes University
1001 N First Street
Vincennes, IN 47591
Phone: (812) 885-4241
No. 1681 4E V

GEHMAN, Daryl
Asst Director Career Services
Dartmouth College
6208 Collis Center
Hanover, NH 03755
Phone: (603) 646-2215
Fax: (603) 646-1360
E-mail: GEHMAN@DARTMOUTH.EDU
No. 18260 1 P

GEHRING, Donald
Director, Higher Education Prg
Bowling Green State University
330 Education Building
Bowling Green, OH 43403
Phone: (419) 372-7305
E-mail: dgehrin@ANDY.BGSU.edu
No. 2435 4E P

GEIDER, Barbara M.
Vice President-Student Affairs
SUNY College New Paltz
Student Affairs Office
New Paltz, NY 12562
Phone: (914) 257-3260
No. 2709 2 V

GEIS, Richard L.
Associate Director
Appalachian State University
Residence Life, Founders Hall
Boone, NC 28608
Phone: (704) 262-2160
No. 1356 3 P

GELLER, William
Exec Dir-Educational Svcs
University of Maine-Farmington
5 South Street
Farmington, ME 04938
Phone: (207) 778-7348
No. 873 1 V

GENTIL, Jane
Asst Dir. Student Activities
Johns Hopkins University
3400 N Charles St.
Baltimore, MD 21218
Phone: (410) 338-8209
No. 14517 2 P

GENTRY, Robert
Assoc Dean-Student Support Svc
U of California-Irvine
Student Support Services
Irvine, CA 92717
Phone: (714) 856-7758
No. 1420 6 V

GENTUL, Jack
Assoc. Dir. Student Life
New York University
566 La Guardia Place Rm 701
New York, NY 10012
Phone: (212) 998-4980
Fax: (212) 995-4114
No. 12953 2 P

GEOFFROY, Alain
Director of Student Life
University of Ottawa
85 Univ. #304 Box 450, Ottawa
CANADA K1N 6N5
Phone: (613) 564-5737
No. 19887 4E P

GEORGE, Rhonda
Associate Director Residence
University of Detroit-Mercy
6483 Atkins Life
Troy, MI 48098
No. 19787 4E P

GEORGE, Sharon Lynn
Assoc. Dir. Student Life
Central Michigan University
251 Foust Hall
Mt. Pleasant, MI 48859
Phone: (517) 774-3016
Fax: (517) 774-6571
No. 7573 4E P

GEORGIA, Robert T.
Acting Asst Dean of Students .
CUNY Baruch College
17 Lexington Ave, Box 304
New York, NY 10010
Phone: (212) 447-3500
No. 9165 2 P

GERARD, Neil B.
Associate Dean of Students
Pomona College
565 College Avenue
Claremont, CA 91711
Phone: (714) 869-2835
E-mail: NEILG@POMAD.EDU
No. 10279 6 P

GERBICK, Guy L.
Area Coordinator
Oberlin College
OCMR 17A
Oberlin, OH 44074
Phone: (216) 775-8723
No. 21393 4E P

GERDA, Janice J.
Area Coordinator
University of Virginia
568 Faulkner Station 2
Charlottesville, VA 22904
Phone: (804) 971-6765
No. 15766 3 P

GERL, Beth R.
Associate Dean of Students
Mount Union College
1972 Clark Avenue
Alliance, OH 44601
Phone: (216) 823-2243
No. 18759 4E P

GERMAN, Carol J.
Asst Director, Student Activ
Pennsylvania State University
215 HUB
University Park, PA 16802
Phone: (814) 863-4624
No. 18508 2 P

GERONIME, Gina Ra
Coord. Residence Education
Slippery Rock University
Residence Education
Slippery Rock, PA 16057
Phone: (412) 738-2707
E-mail: GRG@SRUVM
No. 19627 2 P

GEROU, Nancy
Asst. VP for Stu. Development
Seattle University
12th & Madison
Seattle, WA 98122
Phone: (206) 296-6060
Fax: (206) 296-6063
No. 21769 5 P

GERSTBAUER, Ronald L.
Dean of Student Services
North Central Missouri College
1301 Main, Box 107
Trenton, MO 64683
Phone: (816) 359-3948
Fax: (816) 359-2211
No. 18166 4W V

GERSTENBERG, Helena E.
Coordinator Residential Life
University of La Verne
1950 Third St
LaVerne, CA 91750
Phone: (909) 593-3511
No. 14999 6 P

GERSZEWSKI, Ray
Vice President Student Affairs
Mayville State University
330 Third St NE
Mayville, ND 58257
Phone: (701) 786-4875
No. 16986 4W V

GERWECK, Janice Marie
P.O. Box 520
Monroe, MI 48161
Phone: (313) 587-7975
No. 21932 4E S

GETHING, Thomas W.
Dean of Students
University of Hawaii
1630 Bachman Place
Honolulu, HI 96822
Phone: (808) 956-3290
Fax: (808) 956-9682
E-mail: gething@uhunix.bitnet
No. 14738 6 P

GHEE, Harry J.
VC-Student Affairs
Fayetteville State University
Student Affairs Office
Fayetteville, NC 28301-4298
Phone: (919) 486-1201
No. 7632 3 V

GIACALONE, Joe
Prog Dir- Life Directions Ctr
Regis University
3333 Regis Boulevard
Denver, CO 80222
Phone: (303) 458-4184
No. 12527 4W P

GIACOMINI, Nancy Geist
Assistant Dean of Students
University of Delaware
218 Hullihen Hall
Newark, DE 19716
Phone: (302) 831-2117
No. 14314 2 P

GIANGARLO, Joyce
Associate Director
University of Pittsburgh
140 William Pitt Union
Pittsburgh, PA 15260
Phone: (412) 648-7830
No. 3264 2 P

GIANNANDREA, Vince
Director, Counseling
Carleton University
1125 Colonel By Drive
Ottawa Ontario K1S 5B6
Phone: (613) 788-6600
Fax: (613) 788-3995
E-mail: VGIANNAN@ALFRED.
CARLETON.CA
No. 20224 4E A

GIBBARD, Max
Graduate Assistant
Grand Valley State University
115 Kirkhof Center
Allendale, MI 49401
Phone: (616) 895-3295
No. 18237 4E S

GIBBONS, Jack
Assoc.Dir.-Residential Life
U of California-Los Angeles
Office Of Residential Life
Los Angeles, CA 90024-1375
Phone: (310) 825-1923
No. 1256 6 P

GIBBONS, Teresa A.
Radford University
PO Box 7002
Radford, VA 24142
Phone: (703) 831-5436
No. 17793 3 P

GIBBONS-VOLBRECHT, Sandy
Dean of Students
Lakeland College
P.O. Box 359
Sheboygan, WI 53082-0359
Phone: (414) 565-1248
No. 2390 4E V

GIBBS, Annette
Professor of Higher Education
University of Virginia
Curry Sch of Educ,405 Emmet St
Charlottesville, VA 22903
Phone: (804) 924-3880
No. 1116 3 P

GIBSON, Betty M.
Vice President Student Affairs
Kentucky State University
103 Hume Hall
Frankfort, KY 40601
Phone: (502) 227-6671
No. 2578 3 V

GIBSON, Cheryl A.
Manager, Stu Assistance Office
University of Colorado
4200 E. 9th Ave, Box A-043
Denver, CO 80262
Phone: (303) 270-7627
Fax: (303) 270-3358
E-mail: GIBSON_C@DEFIANCE.
HSC.COLORADO.EDU
No. 18501 4W P

GIBSON, Ike
Graduate Assistant
Mississippi State University
P.O. Box 969
West Point, MS 39773
Phone: (601) 494-7548
Fax: (601) 325-1967
No. 14645 3 S

GIBSON, Joan M.
Asst. VP for Student Affairs
Syracuse University
111 Waverly Ave., Suite 006
Syracuse, NY 13244-2320
Phone: (315) 443-4715
Fax: (315) 443-4276
E-mail: JMGIBSON@SUADMIN.
SYR.EDU
No. 21181 2 P

GIBSON, Lori
Prevention Program Coordinator
Fort Lewis College
109 CUB/1000 Rim Drive
Durango, CO 81301
Phone: (303) 247-7325
Fax: (303) 247-7487
E-mail: Gibson_L@FLC.Colorado.
Edu
No. 18489 4W P

GIERHAN, Ronald
Vice President-Student Affairs
Western Illinois University
West Adams Road
Macomb, IL 61455
Phone: (309) 298-1814
No. 777 4E V

GIFFORD, Denise
Exec Director Student Life
University of Louisville
SAC Room W302
Louisville, KY 40292
Phone: (502) 852-8318
Fax: (502) 852-7332
No. 17165 3 P

GIFFORD, Susan
Coord. of Student Activities
Emmanuel College
400 The Fenway
Boston, MA 02115
Phone: (617) 735-9722
E-mail: SGIFFORD@MAINE.
MAINE.EDU
No. 19000 1 A

GIGUERE, Helene
Directrice du Serv.des aff est
College Ahuntsic
9155 rue Saint-Hubert,Montreal
Quebec Canada H2M 1Y8
Phone: (514) 389-5921
No. 15158 1 A

GILBERT, Dana
Residence Hall Director
Univ. of Alaska - Fairbanks
P.O. Box 85062
Fairbanks, AK 99708
Phone: (904) 474-7529
Fax: (904) 474-6423
No. 21441 5 P

GILBERT, David M.
Graduate Student
Florida State University
2903 Woodrich Drive Apt. C
Tallahassee, FL 32301
Phone: (904) 644-6860
No. 20753 3 S

GILBERT, Michael
Associate Director
Northeastern University
4 Speare Hall, 360 Huntington
Boston, MA 02115
Phone: (617) 437-2004
No. 18119 1 P

GILBERT, Troy
Program Coordinator
Stanford University
PO Box 6508
Stanford, CA 94305-2230
Phone: (805) 765-1401
E-mail: troy.gilbert@forsythe.stanford.edu
No. 12528 6 P

GILDEA-DINZEO, Kathleen
Assoc. Dir. Health Services
University of New Hampshire
12 Ballard Street
Durham, NH 03824
Phone: (603) 862-3823
No. 21879 1 P

GILES, Laura E.
Residence Hall Director
Northern Arizona University
PO Box 5726
Flagstaff, AZ 86011
Phone: (602) 523-4805
No. 17408 6 P

GILES, Marjorie
Dean of Students
Central College
812 University
Pella, IA 50219
Phone: (515) 628-5292
No. 880790 4E P

GILL, Karen S.
Dir. of Student Involvement
Wichita State University
1845 N. Fairmount
Wichita, KS 67260-0008
Phone: (316) 689-3022
No. 21563 4W P

GILL-JACOBSON, Roseanne
Assoc. Dean of Student Life
Marietta College
Box A-15, Marietta College
Marietta, OH 45750
Phone: (614) 376-4784
No. 17811 4E P

GILLIARD, Michelle
2387 Twin Lakes Dr Apt 1-A
Ypsilanti, MI 48197
E-mail: Michelle.D.Gilliard@um.cc.umich.edu
No. 10787 4E S

GILLIGAN, Donna L.
Graduate Student
Iowa State University
2931 Diamond St.
Ames, IA 50010
Phone: (515) 294-9526
No. 5909 4E S

GILMORE, Jonathan A.
Asst Coord - Dept of Res Life
Indiana University-Bloomington
McNutt NB - 55
Bloomington, IN 47406
Phone: (812) 857-5214
No. 20603 4E S

GILMORE, Willie
Dean of Students
Univ. Arkansas Pine Bluff
Box 4116, 1200 University Dr.
Pine Bluff, AR 71601
Phone: (501) 543-8460
No. 21214 4W P

GILROY, Maryellen
Director of Counseling
Southern Vermont College
Monument Avenue
Bennington, VT 05201
Phone: (802) 442-5427
No. 5945 1 P

GIMMEL, Kristi
4704 Todd Drive
Ames, IA 50014
Phone: (515) 294-6255
Fax: (515) 294-8697
No. 20889 4E S

GIN, Hal G.
Exec Dir Student Develop. Svs.
Cal State Univ-Hayward
Warren Hall 483
Hayward, CA 94542
Phone: (510) 881-3763
Fax: (510) 881-7484
No. 1873 6 P

GINCHEREAU, Jean
Dir of Academic Advising
Salve Regina University
100 Ochre Point Avenue
Newport, RI 02840
Phone: (401) 847-6650
No. 20798 1 P

GINSBURG, John
1939 S. Quebec Way Apt. #G706
Denver, CO 80231
Phone: (812) 857-8673
No. 16980 4W S

GINSBURG, Michael H.
Associate VC-Student Affairs
University of Illinois
2705 Univ. Hall,601 So. Morgan
Chicago, IL 60607-7127
Phone: (312) 996-7614
E-mail: U45223@UICUM
No. 8285 4E P

GINSBURG, Michael J.
Indiana University
McNutt - Delgado 044
Bloomington, IN 47406
Phone: (812) 857-3217
No. 20670 4E S

GIOMI, Robert
7 Dolores Ct.
Morgan, CA 94556
Phone: (510) 436-1360
No. 408 6 A

GIOVANIS, Yvonne L.
Resident Assistant/Student
Southern Methodist University
SMU Box 752783
Dallas, TX 75275-2783
Phone: (214) 768-6520
No. 21586 3 S

GIOVANNIELLO, Joseph
19-01 Parsons Boulevard
Whitestone, NY 11357
Phone: (718) 746-3445
No. 21967 2 S

GIOVANNINI, Marianna
Asst to VP Academic Affairs
Northeast Missouri State Univ
AH 102
Kirksville, MO 63501
Phone: (816) 785-4136
No. 14161 4W P

GLADDEN, Sarah
Oklahoma State University
P.O. Box 452
Stillwater, OK 74076
Phone: (405) 744-7685
No. 21021 4W P

GLANTON, Jamie Beth
Residence Hall Director
Boston College
Office University Housing
Chestnut Hill, MA 02167
Phone: (617) 552-2633
No. 17135 1 P

GLASER, Karen M.
Assoc. VP Student Affairs
University of New Mexico
Student Services Center
Albuquerque, NM 87131 2011
Phone: (505) 277-6448
No. 11536 4W P

GLASS, Debra L.
Director Student Affairs
York University
103 Central Square, 4700 Keele
North York ONT M3J 1P3
Phone: (416) 736-5144
No. 21209 4E P

GLASSCO, Arnett M.
Student Jobs Coordinator
Marshall University
400 Hal Greer Blvd.
Huntington, WV 25755-3102
Phone: (304) 696-6794
No. 17796 2 P

GLEASON, Michael A.
Resident Dir./Admin. Asst.
Ohio University
050 Chubb Hall
Athens, OH 45701
Phone: (614) 597-5956
No. 17380 4E P

GLEATON, Andre Sol
Box 585
Jericho, NY 11753-9998
Phone: (201) 529-7500
No. 19892 2 S

GLENN, Bob
Dean Student Life & Dev.
Southwest Missouri State Univ
901 South National
Springfield, MO 65804
Phone: (417) 836-5527
E-mail: rkg896t@smsvma
No. 11327 4W P

GLENN, Gina L.
Area Coordinator
Smith College
P.O. Box 306
Amherst, MA 01004
Phone: (413) 585-4938
No. 21634 1 A

GLENN, Robert
7355 Newell Apt. C
Wichita, KS 67212
Phone: (316) 729-8579
No. 21924 4W S

GLENNEN, Bill
Admissions Counselor
Dodge City Community College
2501 N. 14th
Dodge City, KS 67801
Phone: (316) 227-9268
No. 21828 4W A

GLICK, Betty
Assistant Dean
UMKC-Business & Public Admin
5110 Cherry
Kansas City, MO 64110-2499
Phone: (816) 235-2214
No. 1876 4W P

GLINES, Marsha
Dean of School of Education
Lynn University
3601 N. Military Drive
Boca Raton, FL 33431
Phone: (407) 994-0770
Fax: (407) 995-8135
No. 21599 3 P

GLOS, Alan
Associate Dean of Students
Colgate University
13 Oak Drive
Hamilton, NY 13346
Phone: (315) 824-7426
No. 3274 2 P

GLUNTZ, Scott A.
512-2D Tower Lake Apartments
Edwardsville, IL 62026
Phone: (704) 262-8282
No. 18750 4E S

GODDARD, Corday T.
Resident Director - Swanson
Creighton University
Swanson Hall
Omaha, NE 68178
Phone: (402) 280-5549
No. 14940 4W P

GODDARD, Kathryn E.
College of Education
Cal State Univ-Long Beach
1250 Bellflower Blvd.
Long Beach, CA 90840
Phone: (213) 985-4974
E-mail: kgoddard@csulb
No. 8505 6 P

GODFREY, Eric S.
Assistant Vice President
University of Washington
476 Schmitz Hall, PB-10
Seattle, WA 98105
Phone: (206) 543-0128
No. 15555 5 P

GODFREY, Helen R.
Asst Chancellor Student Devlp
Univ of Wisconsin-Stevens Pt.
2100 Main St
Stevens Point, WI 54481
Phone: (715) 346-2481
No. 2169 4E A

GODIN, Denise Anne
48 Maple Street
Woonsocket, RI 02895
Phone: (401) 783-0534
No. 18473 1 S

GODWIN, W. Hal
Vice President-Student Affairs
University of Idaho
Moscow, ID 83844-4254
Phone: (208) 885-5886
No. 1141 5 V

GOERKE, Carol M.
1361 Partridge Avenue
El Cajon, CA 92020
Phone: (619) 594-3024
No. 87 6 P

GOFF, Billie Jean
Assistant Director
SUNY College Cortland
B-44 Van Hoesen Hall
Cortland, NY 13045
Phone: (607) 753-4728
No. 19654 2 P

GOHMANN, Mary T.
Assistant Dean of Students
Univ Wisconsin-Oshkosh
125 Dempsey Hall
Oshkosh, WI 54901
Phone: (414) 424-3100
No. 10107 4E P

GOHN, Lyle A.
VC for Student Services
Univ of Arkansas-Fayetteville
427 Administration Building
Fayetteville, AR 72701
Phone: (501) 575-5007
Fax: (501) 575-7575
E-mail: lg21709@UAFSYSB.UARK.edu
No. 1234 4W V

GOLDBERG, Hillel
Director, University Center
Gallaudet University
800 Florida Avenue N.E.
Washington, DC 20002
Phone: (202) 651-5144
No. 21878 2 P

GOLDBERG, Jennifer
Director Residential Life
Bryn Mawr College
101 N. Merion Ave
Bryn Mawr, PA 19010
Phone: (215) 526-7331
No. 20380 2 A

GOLDBERG, Leonard
Vice President-Student Affairs
University of Richmond
Tyler Haynes Commons
Richmond, VA 23173
Phone: (804) 289-8032
Fax: (804) 289-8375
No. 550 3 V

GOLDBLATT, Paul
Area Coord./Off. of Res. Life
SUNY - Purchase
735 Anderson Hill Road
Purchase, NY 10577-1400
Phone: (914) 251-6328
Fax: (914) 251-6034
No. 21321 2 P

GOLDBLUM, Andrea R.
Judicial Administrator
Florida International Univ
10750 SW 11th Street
Miami, FL 33174
Phone: (305) 348-3939
No. 19069 3 P

GOLDEN, Dennis C.
Vice President, Student Affairs
University of Louisville
203 Grawemeyer Hall
Louisville, KY 40292
Phone: (502) 852-6933
E-mail: DCGOLD01@ULKYUM.LOUISVILLE.EDU
No. 1653 3 V

GOLDEN, Edward J.
Vice President Student Affairs
Syracuse University
310 Steele Hall
Syracuse, NY 13244-1120
Phone: (315) 443-4263
Fax: (315) 443-9118
No. 2718 2 V

GOLDEN, Gary J.
Dean of Student Services
San Juan College
4601 College Blvd
Farmington, NM 87402
Phone: (505) 599-0318
No. 913 4W A

GOLDENBERG, Mary Grace
Associate Director
Northwestern University
601 University Place, RM 10
Evanston, IL 60208
Phone: (708) 491-3541
Fax: (708) 467-2523
E-mail: m-goldenberg@nwu.edu
No. 19465 4E P

GOLDMAN, Stephen E.
Resident Director
Bridgewater State College
Res. Life & Housing Office
Bridgewater, MA 02325
Phone: (508) 697-1277
E-mail: SGOLDMAN@FRED.BSC.MASS.EDU
No. 20026 1 P

GOLDSCHMIDT, Robert
Dean of Students
Touro College
27-33 West 23rd Street
New York, NY 10010-4202
Phone: (212) 463-0400
No. 2727 2 V

GOLDSMID, Paula L.
Director, Women's Resource Ctr
U of California-Irvine
100 Gate Way Commons OC-I
Irvine, CA 92717-5251
Phone: (714) 856-6000
E-mail: PLGOLDSM@UCI.EDU
No. 14930 6 P

GOLDSMITH, Pete
Asst VP-Student Affairs & Svcs
Michigan State University
153 Student Services Building
East Lansing, MI 48824
Phone: (517) 355-7535
E-mail: VPS29@MSU.BITNET
No. 7533 4E P

GOLDSTEIN, Amy B.
Admissions Counselor
13 Candlewood Dr
Andover, MA 01810-3301
No. 18512 1 P

GOLDSTEIN, Beth C.
Assoc. Dir. of Summer Programs
Barnard College/Columbia Univ.
3009 Broadway
New York, NY 10027-6598
Phone: (804) 289-8837
No. 20701 2 P

GOLDSTEIN, Carol A.
Director
CA State Polytech Univ-Pomona
3801 West Temple Avenue
Pomona, CA 91768
Phone: (909) 869-3333
No. 20918 6 P

GOLDSTEIN, Jayne
Associate Dean Student Service
Rio Salado Community College
621 N. 7th avenue
Phoenix, AZ 85007
Phone: (602) 252-3289
No. 15119 6 V

GOLDSTONE, Raymond H.
Stu. Affairs Policy Consultant
1104 Murphy Hall, UCLA
405 Hilgard Avenue
Los Angeles, CA 90024-1646
Phone: (310) 206-7742
E-mail: rgoldsto@saonet.ucla.edu
No. 21873 6 P

GOLDSWEIG, Rochelle
Director of Freshman Focus
Champlain College
PO Box 670
Burlington, VT 05402
Phone: (802) 658-0800
Fax: (802) 860-2750
No. 20390 1 A

GOLDWATER, Joanne A.
Director of Residence Life
St. Mary's College of Maryland
Office of Residence Life
St. Mary's City, MD 20686
Phone: (301) 862-0207
Fax: (301) 862-0378
E-mail: GOLDWATERJ@vaxb.smcm.edu
No. 10278 2 P

GOLDWEBER, Paulette B.
136A West 32nd Street
Bayonne, NJ 07002
Phone: (201) 823-9569
No. 20784 2 S

GOLSETH, Anne E.
Vice President-Student Svcs
Ohlone College
43600 Mission Blvd.
Fremont, CA 94539
Phone: (510) 659-6262
Fax: (510) 659-6057
No. 4676 6 A

GOMES, Ellen M.
Asst. Dir. Student Affairs
Baylor College of Medicine
One Baylor Plaza
Houston, TX 77030
Phone: (713) 798-4600
Fax: (713) 798-7951
E-mail: egomes@bcm.tmc.edu
No. 15084 3 P

GOMEZ, Lawrence
Dean of Student Affairs
Adams State College
Richardson Hall #234
Alamosa, CO 81102
Phone: (719) 589-7221
No. 1737 4W V

GOMEZ, Teoby A.
Assistant Dean of Students
Dartmouth College
12 Chandler Drive
Hanover, NH 03755
Phone: (603) 646-2243
No. 14123 1 P

GONET, Robert J.
Student
Bowling Green State University
425 Student Services Bldg
Bowling Green, OH 43403
Phone: (419) 372-2456
No. 15390 4E S

GONIG, Janet
Director, Cultural Affairs
Univ. California Los Angeles
2131 John Wooden Center
Los Angeles, CA 90024-1612
Phone: (310) 825-3701
No. 19208 6 P

GONYEA, Simone
Messiah College
Grantham, PA 17027
No. 20553 2 H

GONYEA, Thomas R.
95 Martins Ferry Road
Hooksett, NH 03106
Phone: (603) 645-9629
No. 10549 1 P

GONZALES, Laura M.
Director-Minority Affairs
Central Michigan University
Foust 251
Mt.Pleasant, MI 48858
Phone: (517) 774-3945
No. 9546 4E P

GONZALES, Teresa A.
Assoc VP Student Affairs
James Madison University
Alumnae Hall 308
Harrisonburg, VA 22807
Phone: (703) 568-3404
No. 17500 3 P

GONZALEZ, Gerardo M.
Associate Dean, Education
University of Florida
140 Norman Hall
Gainesville, FL 32611
Phone: (904) 392-0731
No. 141 3 P

GONZALEZ, Juan C.
Vice President Student Service
Cal State Univ-San Bernardino
5500 University Parkway
San Bernardino, CA 92407
Phone: (619) 341-2883
No. 2124 6 V

GONZALEZ, Mauricio
Assistant Vice President
University of Toledo
Gilham Hall, Rm 4007
Toledo, OH 43606-3390
Phone: (419) 537-2261
No. 17779 4E P

GOO, Sharyn E.
Dean of Students
Saint Mary's College
700 Terrace Heights, #45
Winona, MN 55987
Phone: (509) 457-1403
No. 20394 4E P

GOODALE, Tom
Vice President-Student Affairs
VA Polytech & State Univ
112 Burruss Hall
Blacksburg, VA 24061 0250
Phone: (703) 231-6272
No. 1206 3 V

GOODHUE, Lindsey
Director of Student Activities
Pine Manor College
400 Heath Street
Chestnut Hill, MA 02167
No. 17637 1 P

GOODMAN, Ann Coombes
Coordinator, Off Campus Center
Texas A&M University
Dept. of Student Affairs
College Station, TX 77843-1257
Phone: (409) 845-1741
Fax: (409) 862-1026
No. 9478 3 P

GOODMAN, Kathleen
Boston College
130 Willow Ave., #1
Somerville, MA 02144
Phone: (617) 623-5622
No. 19814 1 S

GOODRICH, Keith
Asst. Conduct Coord. (G.T.A.)
Oregon State University
1612 NW Harrison
Corvallis, OR 97330
Phone: (503) 757-8378
No. 21333 5 S

GORDHAMER, Rolf
Director Counseling Center
Texas Tech Universtiy
214 West Hall
Lubbock, TX 79409
Phone: (806) 742-3674
No. 20330 3 P

GORDON, Brandon Lee
126 Jamesville Avenue L-1
Syracuse, NY 13210
Phone: (315) 423-4117
No. 21912 2 S

GORDON, Mia
Asst Dean Ed & Student Service
Douglas College
PO Box 2503 New Westminster
BC Canada V3E 2B5
Phone: (604) 527-5386
No. 21097 5 P

GORDON, Sondra
44 Silver Crescent Drive
Irvine, CA 92715
Phone: (714) 856-8755
Fax: (714) 725-2095
E-mail: SGORDON@UCI.EDU
No. 21949 6 P

GORDON, Stacy G.
Coord. of Residence Life
Penn State - Behrend College
Box 874 - Station Rd.
Erie, PA 16563
Phone: (814) 898-6111
No. 19155 2 P

GORDON, Suzanne
Associate Vice Chancellor
Univ of Arkansas-Fayetteville
Arkansas Union, M-405
Fayetteville, AR 72701
Phone: (501) 575-5004
E-mail: SG24713@UAFSYSA
No. 6383 4W P

GOREN, Susan
Graduate Resident
University of Georgia
Creswell Apt. 104, UGA
Athens, GA 30609
Phone: (706) 357-3446
No. 18870 3 S

GORMAN, Mary E.
Dir Orientation/Freshman Prog
New York University
100 Washington Sq. Ea RM 905
New York, NY 10003
Phone: (212) 998-8130
Fax: (212) 995-4141
No. 17173 2 P

GORNICK, Frank P.
Dean of Students
Bakersfield College
1801 Panorama Drive
Bakersfield, CA 93305
Phone: (805) 395-4204
No. 9448 6 A

GOSSETT, Barbara J.
Asst Dir for Student Develpmnt
Univ of Missouri-Columbia
A022 Brady Commons
Columbia, MO 65211
Phone: (314) 882-3780
No. 17057 4W P

GOTLIEB, Peter
Director-Cooperative Education
St Peter's College
2641 Kennedy Blvd.
Jersey City, NJ 07306
Phone: (201) 915-9302
No. 4384 2 P

GOTVALD, Mark
Residence Dean
Stanford University
Row Office/584 Mayfield Avenue
Stanford, CA 94305-8582
Phone: (415) 725-3311
Fax: (415) 725-6227
E-mail: Mark.Gotvald@forsythe.stanford.edu
No. 21332 6 P

GOVONI, Mark
Vice President-Student Affairs
Webster University
470 East Lockwood
St Louis, MO 63119
Phone: (314) 968-6980
No. 1167 4W A

GOYEN, Kenneth D.
170 Habersham Drive
Athens, GA 30606
Phone: (404) 354-0843
No. 10055 3 S

GOYETTE, Christine M.
Hall Director
Providence College
110 Joseph Hall
Providence, RI 02918
Phone: (401) 865-2392
No. 17448 1 P

GRABER, Diane
Vice President for Campus Life
Dakota Wesleyan University
1200 W. University Avenue
Mitchell, SD 57301
Phone: (605) 995-2950
Fax: (605) 995-2699
No. 20703 4W V

GRABIEL, M. Cristina
Dir. of Student Development
Winthrop University
218 Dinkins Student Center
Rock Hill, SC 29733
Phone: (803) 323-2252
No. 11381 3 P

GRABOWSKI, John F.
Asst Dean of Student Services
Anne Arundel Community College
101 College Parkway
Arnold, MD 21012
Phone: (301) 269-7218
No. 9348 2 A

GRACE, G. Gary
Asst.Chancellor-Student Afrs.
Univ of Wisconsin-Parkside
Box 2000, 900 Wood Road
Kenosha, WI 53141
Phone: (414) 595-2598
Fax: (414) 595-2630
No. 6359 4E V

GRACE, Richard
V. President for Student Services
Purdue University
1103 Schleman Hall
West Lafayette, IN 47907-1103
Phone: (317) 494-5776
No. 11285 4E V

GRACE, Thomas
Ombudsman/Associate Professor
New York University
8 Washington Place
New York, NY 10003
Phone: (212) 998-4312
No. 6061 2 P

GRACE-ODELEYE, Beverlyn
Student Ombudsperson
Ball State University
Administration Bldg #212
Muncie, IN 47306
Phone: (317) 285-1545
Fax: (317) 285-2464
No. 12985 4E P

GRADY, David L.
Director, Campus Programs
University of Iowa
Iowa Memorial Union, Room 145
Iowa City, IA 52242-1317
Phone: (319) 335-3059
Fax: (319) 335-3407
E-mail: david_grady@uiowa.edu
No. 9759 4E P

GRADY, Laurel J.
Asst. Hall Director
Univ. of Connecticut
Box U-143 Ryan Refectory
Storrs, CT 06269
Phone: (203) 427-7280
No. 21557 1 S

GRADY, Martha J.
20 Old Maple Street
Mansfield, MA 02048-1518
Phone: (617) 782-6465
E-mail: GRADYMA@BCVMS.EDU
No. 18230 1 S

GRAHAM, Jack
Professor
Southern Illinois University
Dept Ed.Ad.& Higher Education
Carbondale, IL 62901-4606
Phone: (618) 536-4434
No. 496 4E P

GRANDE, Joy
Grad. Asst., Residential Life
Monmouth College
Office of Residential Life
W. Long Branch, NJ 07764
Phone: (908) 571-3465
No. 21731 2 S

GRANDE, Steve
Asst. Coord.-Cntr Serv. Learn.
James Madison University
Office Student Activ.-Box 3501
Harrisonburg, VA 22807
Phone: (703) 568-3463
No. 17775 3 P

GRANDPRE, Edward
Associate Director
Mississippi State University
P.O. 9502
Mississippi State U, MS 39762
Phone: (601) 325-3557
Fax: (601) 325-4663
E-mail: Ed@Housing.Msstate.edu
No. 17878 3 P

GRANFIELD, Martin X.
307 Palmer Ave
Highwood, IL 60040-1516
Phone: (708) 433-0864
No. 6925 4E A

GRANT, C. W.
Vice President-Student Affairs
Albany State College
504 College Drive
Albany, GA 31705
Phone: (912) 439-4742
No. 2194 3 V

GRANT, Elaine M.
Asst. Dir. of Residence Life
University of Scranton
Student Affairs Office
Scranton, PA 18510-4655
Phone: (717) 941-7680
Fax: (717) 941-6369
E-mail: Grantel@UofS.EDU
No. 15406 2 P

GRANT, Kathleen B.
Director of Academic Advising
Lewis & Clark College
P.O. Box 129
Portland, OR 97219
Phone: (503) 768-7191
Fax: (503) 768-7197
E-mail: grantk@lclark.edu
No. 12438 5 P

GRASSADONIA, Jane M.
Director, Residence Education
Virginia Commonwealth Univ.
711 W. Main St. Box 842517
Richmond, VA 23284-8425
Phone: (804) 367-6505
Fax: (804) 367-2466
No. 21535 3 P

GRASSMEYER, Kimberly
Graduate Assistant -Ed Admin
Univ of Nebraska-Lincoln
1204 Seaton Hall
Lincoln, NE 68588-0638
Phone: (402) 472-3726
Fax: (402) 472-8317
E-mail: KVG@unlinfo.unl.edu
No. 6342 4W S

GRAVITT, Renee
Dean of Residence Life
College of Charleston
Residence Life/Housing
Charleston, SC 29424
Phone: (803) 953-5523
Fax: (803) 953-6590
No. 17517 3 P

GRAY, Jeffrey L.
Dean of Student Life
Fordham University
Keating 100
Bronx, NY 10458
Phone: (718) 817-4755
No. 11250 2 P

GRAY, Zacques S.
Fayetteville State University
14373 New Bold Station
Fayetteville, NC 28301
Phone: (910) 307-3302
No. 20524 3 H

GREEN, Barbara C.
Associate Dean of Students
California Institute of Tech
102-31
Pasadena, CA 91125
Phone: (818) 356-6351
No. 12948 6 P

GREEN, Carlton
Coord/Multi-Cult/Int'l Svs.
Sam Houston State University
P.O. Box 2507
Huntsville, TX 77341
Phone: (409) 294-3588
Fax: (409) 294-1939
No. 21646 3 P

GREEN, Catherine L.
Hall Director
Iowa State University
M 421 Wilson Hall
Ames, IA 50013-0020
Phone: (515) 294-7605
Fax: (515) 294-6309
E-mail: clgreen@iastate.edu
No. 15461 4E P

GREEN, Dave
1134 10th St #7
Santa Monica, CA 90403
Phone: (213) 740-5605
No. 18704 6 S

GREEN, Howard
3120 Whisper Wood Lane
Bedford, TX 76021
Phone: (817) 267-8333
No. 21883 3 S

GREEN, Jeffrey D.
500 Seventh Street South
Nampa, ID 83651-4165
Phone: (202) 459-5508
No. 14644 5 P

GREEN, Molly J.
Residence Hall Director
University of New Hampshire
13A Hitchcock Hall
Durham, NH 03824-2478
Phone: (603) 862-2478
No. 16875 1 P

GREEN, Tammy L.
Director of Student Activities
Franklin & Marshall College
Box 3003, Steinman College Ctr
Lancaster, PA 17604-3003
Phone: (717) 291-4397
Fax: (717) 399-4437
E-mail: SCC_TLG@Admin.FandM.edu
No. 15379 2 P

GREEN, Tracy
236 Broadway
Cambridge, MA 02139
Phone: (315) 864-6786
No. 20045 1 S

GREEN-HODNETT, Gorgette
Asst. Director, Res. Life
Simmons College
305 Brookline Avenue
Boston, MA 02215-4166
Phone: (617) 521-1096
No. 18830 1 A

GREENBERG, Roberta
Assoc Dean Student Services
Monroe College
29 E. Fordham Rd
Bronx, NY 10468
Phone: (718) 933-6700
No. 15908 2 A

GREENE, Brenda J.
Dir, Multicultural Affairs
Ball State University
Office of Multicultural Affs
Muncie, IN 47306-0840
Phone: (317) 285-5296
No. 19114 4E P

GREENMAN, Amy
Residence Hall Director
Univ of South Carolina
1215 Blossom St
Columbia, SC 29208
Phone: (803) 777-1712
No. 18841 3 S

GREENSTEIN, Barbara
Residence Director
Trenton State College
C/O CDS Office, CN 4700
Trenton, NJ 08650-4700
Phone: (609) 771-2079
No. 17029 2 P

GREENZANG, Susan
Area Coordinator
University of Delaware
5 Courtney Street
Newark, DE 19711
Phone: (302) 831-2814
No. 11282 2 P

GREER, Cynthia B.
Assoc. Dean for Acad. Support
Trinity College
125 Michigan Avenue
Washington, DC 20017
Phone: (202) 939-5254
Fax: (202) 939-5134
No. 20933 2 P

GREER, Stacy L.
University of North Texas
4265 Cadiz
Ft. Worth, TX 76133
Phone: (817) 346-8465
No. 20821 3 S

GREER, JR., James E.
Executive Vice President
Zeta Beta Tau Fraternity
505 Eighth Avenue, 8th Floor
New York, NY 10018
Phone: (212) 629-0888
No. 11857 2 SMN

GREGORY, Dennis E.
Dir.-Residence Life & Housing
Wake Forest University
P.O. Box 7749, Reynolds Sta
Winston-Salem, NC 27109
Phone: (910) 759-5801
No. 6308 3 P

GREGORY, Diane C.
Executive Director
Alpha Xi Delta Fraternity
8702 Founders Road
Indianapolis, IN 46268
Phone: (317) 872-3500
No. 10831 4E SMN

GREIDER, Greg
Dean of Students
Washburn University of Topeka
1700 College
Topeka, KS 66621
Phone: (913) 231-1010
Fax: (913) 231-1089
No. 214 4W V

GRENNAN, Kevin
Lecturer, Program Director
Univ of Massachusetts
252 Hills South
Amhert, MA 01003
Phone: (413) 545-3568
No. 15081 1 P

GRESHOLDT, Gary
Asst. VP Student Affairs
Northern Illinois University
Stud. Affairs Lowden Hall 105
DeKalb, IL 60115
Phone: (815) 753-6103
No. 14682 4E P

GRIDER, Clint
Graduate Assistant
Texas A&M University
Dept. of Edu. Admin.
College Station, TX 77843-4226
Phone: (409) 845-0393
Fax: (409) 862-4347
No. 21344 3 S

GRIEGER, Amy E.
Assoc. Dir. of Admissions
712 N. Pine Street
Lancaster, PA 17603-2826
Phone: (717) 291-3951
Fax: (717) 291-4389
E-mail: adm_arg@admin.fandm.edu
No. 10599 2 P

GRIEGO, Elizabeth
Dean Student Affairs/Research
Samuel Merritt College
370 Hawthorne
Oakland, CA 94609
Phone: (510) 420-6732
Fax: (510) 420-6725
No. 12634 6 V

GRIESBACH, Scott
Associate Dir Residence Life
Univ of Wisconsin-Whitewater
Suite 200 Goodhue Hall
Whitewater, WI 53190
Phone: (414) 472-5274
No. 10721 4E P

GRIESEN, James V.
Vice Chancellor-Student Affair
Univ of Nebraska-Lincoln
124 Administration Bldg.
Lincoln, NE 68588-0423
Phone: (402) 472-3755
No. 1027 4W V

GRIFFIN, Ervin V.
Vice President-Student Affairs
West Virginia State College
PO Box 1000
Institute, WV 25112-1000
Phone: (304) 766-3140
No. 11683 2 A

GRIFFIN, Gregory L.
Associate Dean of Students
Wabash College
301 N. Wabash Avenue
Crawfordsville, IN 47933
Phone: (317) 364-4289
Fax: (317) 364-4432
No. 18545 4E P

GRIFFIN, Herbert
379 W. Jefferson Street
Franklin, IN 46131
Phone: (812) 855-2592
E-mail: HEGRIFFI@ucs.indiana.edu
No. 10884 4E P

GRIFFIN, Jean
Indiana University
Collins Center Box 154
Bloomington, IN 47406
Phone: (812) 857-9369
No. 20568 4E S

GRIFFIN, Michael J.
Associate VP Student Services
Barry University
11300 N.E. Second Ave.
Miami Shores, FL 33161
Phone: (305) 899-3085
E-mail: GRIFFIN@PCSA01.BARRY.EDU
No. 11296 3 P

GRIFFIN, Nancy D.
Dir Stu Activ/Student Center
Western Connecticut State Univ
181 White St
Davbury, CT 06810
Phone: (203) 797-4384
E-mail: GRIFFIN@WCSU.CTSTATEU.EDU
No. 18737 1 P

GRIFFIN, Tim
Ombudsman
Northern Illinois University
Holmes Student Center 7th Flr
DeKalb, IL 60115
Phone: (815) 753-1415
E-mail: b40txg1@wpo.niu.edu
No. 4973 4E P

GRIFFIN, Tish
Asst. Dir. Student Services
Univ of Alaska Southeast
11120 Glacier Highway
Juneau, AK 99801
Phone: (907) 465-6529
No. 12453 5 V

GRIFFITH, Susan Buffington
1121 E Hillview Drive
Franklin, IN 46131
Phone: (317) 738-8061
No. 6644 4E A

GRIMES, Paulette
Assistant Director
University Missouri-Columbia
A037 Brady Commons
Columbia, MO 65211
Phone: (314) 882-7152
No. 20190 4W P

GRIMES, Robbin
3315 Longview Avenue #44
Bloomington, IN 47408
Phone: (812) 323-2710
No. 20712 4E S

GRIMM, James
Director of Housing
University of Florida
Housing Office
Gainesville, FL 32611
Phone: (904) 392-2173
No. 4296 3 P

GRISSOM, Coleen
V.P. For Student Affairs
Trinity University
715 Stadium Drive #99
San Antonio, TX 78212
Phone: (512) 736-8521
No. 1294 3 V

GROAT, Michael D.
Assistant Hall Advisor
Miami University
227 Warfield Hall
Oxford, OH 45056
Phone: (513) 529-4788
No. 19508 4E S

GROB, Natalie Ann
Community Dev. Coord.
St. Louis University
3630 West Pine
St. Louis, MO 63108
Phone: (314) 658-2972
No. 21434 4W P

GROCE-WRIGHT, Cheryl
Coord. for Residence Education
VA Commonwealth University
801 W. Franklin St. Box 3004
Richmond, VA 23284
Phone: (804) 367-1431
Fax: (804) 367-2537
No. 21553 3 P

GROESSER, Julie
Grad. Student - House Director
Bowling Green State University
425 Student Services Bldg.
Bowling Green, OH 43403
Phone: (419) 372-2386
No. 20654 4E S

GROOT, Jacqueline
Complex Coordinator
SUNY College Cortland
Res. Services Box 2000
Cortland, NY 13045
Phone: (607) 753-4724
E-mail: RSGROOT@SNYCORVA.CORTLAND.EDU
No. 15368 2 P

GROSBY, Karen S.
Asst Dean/Ctr Psych Studies
Nova Southeastern University
3301 College Avenue
Ft. Lauderdale, FL 33317
Phone: (305) 452-1435
Fax: (305) 475-7090
E-mail: grosby@alpha.acast.nova.edu
No. 20999 3 A

GROSE, Reuyrjy
15862 W. 143rd Terrace
Orathe, KS 66062
Phone: (913) 764-1224
No. 20153 4W S

GROSETH, Rolf S.
Vice Provost/Dean of Students
Montana State University
120 Strand Union
Bozeman, MT 59717
Phone: (406) 994-2828
No. 1321 5 V

GROSS, Anne
Asst Director Student Life
Loyola University of Chicago
6525 N. Sheridan Rd
Chicago, IL 60626
Phone: (312) 508-3896
No. 21113 4E P

GROSS, Anne M. Hopkins
82 Chestnut Street Apt. 1
Gardner, MA 01440
Phone: (603) 899-4152
No. 18098 1 P

GROSS, Ardyce
Assoc. Dean of Students
Northeast Community College
P.O.Box 469
Norfolk, NE 68701
Phone: (402) 644-0413
No. 308 4W A

GROSS, David M.
269 Indian Creek Road
Telford, PA 18969
Phone: (215) 723-5669
No. 21989 2 S

GROSSMAN, Cindy B.
Asst. Dean, Student Life
St. John's University
Grand Central and Utopic Pkwys
Jamaica, NY 11439
Phone: (718) 990-6783
No. 14779 2 P

GROSSO, Frank A.
922 24th St. NW Apt 107
Washington, DC 20037
Phone: (202) 606-9330
No. 19969 2 S

GROSZ, Ken
Director/Student Services
No.Dakota State U-Bottineau
1st & Simrall Blvd
Bottineau, ND 58318
Phone: (701) 228-5451
No. 20321 4W V

GROVES, John
Director-Student Activities
Augusta College
Student Activities Office
Augusta, GA 30910
Phone: (303) 737-1400
No. 1776 3 P

GRUBB, Gina C.
Coord. Residence Operations
Quinnipiac College
555 New Road
Hamden, CT 06518
Phone: (203) 281-8736
No. 11642 1 P

GRUBBS, Jerry C.
VP for Student Life
Anderson University
Anderson, IN 46012
Phone: (317) 641-4072
No. 15115 4E A

GRUBBS, Lisa
Assistant Dean of Students
University of Dallas
1845 E Northgate Drive
Irving, TX 75062-4799
Phone: (214) 721-5291
No. 6238 3 P

GRUENEWALD, Douglas K.
Complex Manager
Iowa State University
C-1265 W-W Commons
Ames, IA 50013
Phone: (515) 294-5163
No. 12047 4E P

GRUNDER, Patricia G.
Dean for Student Development
Santa Fe Community College
3000 NW 83rd Street
Gainesville, FL 32606-6200
Phone: (904) 395-5502
No. 20659 3 V

GUASTELLA, Alfredo J.
1845 E. Northgate Dr. #573
Irving, TX 75062-4799
Phone: (214) 721-5295
Fax: (214) 721-5300
No. 21558 3 S

GUBITOSI, Annie
1607 SE 51st Ave
Portland, OR 97215-3305
Phone: (503) 757-2930
No. 18892 5 S

GUENZLER, Marsha A.
Associate Director/Union
Univ of Maryland-College Park
2104 Stamp Student Union
College Park, MD 20742
Phone: (301) 314-8505
Fax: (301) 314-7026
E-mail: mguenzle@umdacc.umd.edu
No. 14084 2 P

GUERNSEY, Bridget S.
Asst Dean for Campus Life
Emory University
Drawer C
Atlanta, GA 30322
Phone: (404) 727-6169
No. 11433 3 P

GUERNSEY, Lucy
Dean Student Development
Seattle Pacific University
3307 Third Ave West
Seattle, WA 98119
Phone: (206) 281-2483
No. 12686 5 P

GUFFY, Deborah
Dean of Student Services
Illinois Math &Science Academy
1500 W. Sullivan Road
Aurora, IL 60506-1039
Phone: (708) 801-6009
No. 15557 4E A

GUICE, Sandy
Counselor-Student
University of Southern MS
#50 Canebrake Boulevard
Hattiesburg, MS 39402
Phone: (601) 261-3277
No. 20495 3 S

GUIDO-DIBRITO, Florence
Assistant Professor
University of Northern Iowa
Schindler Ed Ctr, #508
Cedar Falls, IA 50614-0604
Phone: (319) 273-2215
E-mail: DiBrito@UNI.EDU
No. 16022 4E P

GUILBERT, Debra A.
Apartment Complex Director
Providence College
110 Joseph Hall
Providence, RI 02918
Phone: (401) 865-2392
No. 17087 1 P

GUILBERT, James R.
Dean of Student Life
St. John's University
300 Howard Avenue
Staten Island, NY 10301
Phone: (718) 390-4443
No. 18120 2 P

GUILL, Russell C.
Coord. Business Affairs
Clemson University
300 Sikes Hall PO Box 34001
Clemson, SC 29634-4001
Phone: (803) 656-0935
No. 18768 3 P

GUIZADO, Ronald A.
University of Southern Calif.
Trojan Hall/615 W. 36th Street
Los Angeles, CA 90007
Phone: (213) 743-8727
No. 21294 6 S

GUROWITZ, William
Vice President-Student Affairs
Illinois State University
Student Affairs Office (2100)
Normal, IL 61790-2100
Phone: (309) 438-5451
No. 867 4E V

GUSTAFSON, Peter A.
Assoc Dean for Student Affairs
Rose-Hulman Institute of Tech.
5500 Wabash Avenue
Terre Haute, IN 47803
Phone: (812) 877-8257
Fax: (812) 877-9925
No. 21020 4E P

GUSTAFSON, Thomas
Special Assistant to President
University of Vermont
349 Waterman Bldg
Burlington, VT 05405
Phone: (802) 656-4450
Fax: (802) 656-1363
No. 12530 1 P

GUSTINGER, Kristina
Florida State University
217 White Dr. D - 5
Tallahassee, FL 32304
Phone: (904) 644-1819
No. 20633 3 S

GUTHRIE, Leigh S.
Assistant Dean
Mary Washington College
MWC 2370, 1701 College Ave
Fredericksburg, VA 22401
Phone: (703) 372-6983
No. 20331 3 P

GUTHRIE, Victoria L.
Assistant Vice President
Bellarmine College
2001 Newburg Road
Louisville, KY 40205
Phone: (502) 452-8304
No. 14891 3 P

GUTIERREZ, Anthony
Azusa Pacific University
901 E. Alosta
Azusa, CA 91702
No. 20547 6 H

GUTIERREZ, Liora K.
Assistant Dean-Revelle College
U of California-San Diego
9500 Gilman Dr
La Jolla, CA 92093-0321
Phone: (619) 534-3492
No. 15347 6 P

GUTLON, Pamela
Assistant Director
Northeastern University
260 Huntington Ave 161 CP
Boston, MA 02115
Phone: (617) 373-4025
No. 20334 1 P

GUTOSKEY, David J.
Director Residence Management
Le Moyne College
Harrison Hall
Syracuse, NY 13214-1301
Phone: (315) 445-4580
No. 15768 2 P

GUTTIEREZ, Juanita
Director
Community College of Denver
PO Box 173363, Campus Box 203
Denver, CO 80217-3363
Phone: (303) 556-3610
No. 17317 4W P

GUYTON, Glenda K.
Dean of Student Life
Frank Phillips College
Box 5118
Borger, TX 79008-5118
Phone: (806) 274-5311
Fax: (806) 274-6835
No. 21655 3 A

GUYTON, Jane
Dean of Student Services
Northwest Arkansas Comm. College
P.O. Box 1408
Bentonville, AR 72712
Phone: (501) 636-7202
Fax: (501) 636-7036
No. 14805 4W A

GWIN, Anita Johnson
6821 West Shore Drive
Edina, MN 55435
Phone: (612) 330-1025
Fax: (612) 330-1330
E-mail: johnsong@augsburg.edu
No. 10555 4E P

H

HABORAK, George
Senior Vice Pres Stu Affairs
College of Charleston
67 George Street
Charleston, SC 29424
Phone: (803) 792-5522
No. 2499 3 V

HACK, Candy
Director of Housing
St. Thomas Aquinas College
Route 340
Sparkill, NY 10976
Phone: (914) 398-4235
No. 17036 2 A

HACKER, Carol
Associate Director
Babson College
Office of Residential Life
Babson Park, MA 02157
Phone: (617) 239-4432
No. 11684 1 P

HACKMANN, Debra M.
V.P. for Student Development
William Woods College
200 W. Twelfth Street
Fulton, MO 65251
Phone: (314) 642-2251
No. 2763 4W V

HACKNEY, Diana L.
Vice Provost for Student Life
Drexel University
32nd & Chestnut Street
Philadelphia, PA 19104
Phone: (215) 895-2501
Fax: (215) 895-2500
E-mail: HACKNEDL@DUVM
No. 1171 2 V

HADLEY, David J.
Dean of Students
Wabash College
Dean of Students Office
Crawfordsville, IN 47933
Phone: (317) 364-4415
E-mail: HadleyD@Wabash.EDU
No. 25 4E V

HADLEY, Roger
Dean Of Students
Waldorf College
Campus Ctr. 106 S 6th
Forest City, IA 50436
Phone: (515) 582-8160
No. 1831 4E V

HADLEY, Thomas D.
Assoc. to Vice President
University of Cincinnati
100 Tangeman Center, ML #0193
Cincinnati, OH 45221
Phone: (513) 556-3502
No. 14763 4E P

HADORN, Helen R.
1702 A Choate Dr
Richmond, VA 23233
Phone: (804) 741-4126
No. 17052 3 S

HAFER, Julie A.
Associate Dean Student Service
Heidelberg College
310 E. Market St
Tiffin, OH 44883
Phone: (419) 448-2058
No. 18467 4E P

HAFER, Myra W.
Admissions Counselor II
University of Texas-Dallas
P.O. Box 830688, MC18
Richardson, TX 75083-0688
Phone: (214) 690-2921
No. 12748 3 P

HAGAN, Richard
Director of Housing
University of San Diego
5998 Alcala Park
San Diego, CA 92110
Phone: (619) 260-4624
No. 1597 6 P

HAGAR, Kay L.
Director-Student Development
West Texas A&M University
WT Box 48
Canyon, TX 79016-0001
Phone: (806) 656-2050
No. 13027 3 P

HAGE, Richard T.
Dean of Student Affairs
Plymouth State College
Student Affairs Office
Plymouth, NH 03264
Phone: (603) 535-2241
No. 816 1 V

HAGEDORN, Rebekah
1484 F Willow Lake Dr
Atlanta, GA 30329
Phone: (404) 633-7234
No. 17799 3 S

HAGGARD, Bill
Dean for Student Development
Western Carolina University
460 HFR Administration Bldg
Cullowhee, NC 28723
Phone: (704) 227-7234
No. 7649 3 P

HAGGERTY, Kathleen
14 Silver Street
Monson, MA 01057-9429
Phone: (413) 731-9469
No. 18432 1 S

HAINES, Barbara S.
145 Dove Lane
Middletown, CT 06457
Phone: (203) 635-2167
No. 20735 1 S

HAIR, John
Vice President-Student Affairs
Davenport College
415 E. Fulton
Grand Rapids, MI 49503
Phone: (616) 451-3511
No. 14993 4E V

HAISLETT, Judith
Staff Development Director
Clemson University
300 Sikes Hall, Box 344001
Clemson, SC 29634
Phone: (803) 656-0935
Fax: (803) 656-0489
No. 20725 3 P

HALBERG, Lynnea J.
VP for Student Development
Brenau College
3651 Mitchell Lake Dr
Gainesville, GA 30506-1211
Phone: (404) 534-6130
No. 7682 3 A

HALDEMANN, Sue A.
Asst. Dean-Academic Advising
Lawrence University
P. O. Box 599
Appleton, WI 54912
Phone: (414) 832-6530
Fax: (414) 832-6884
E-mail: HALDEMAS@LAWRENCE.EDU
No. 12815 4E P

HALEY, Betsy J.
Dir Financial Mgmt/Bus Affair
University of New Hampshire
Thompson Hall-Student Affairs
Durham, NH 03824
Phone: (603) 862-2053
No. 20966 1 P

HALL, Don E.
Dean of Student Services
University of Winnipeg
515 Portage Ave, Winnipeg
CANADA R3B 2E9
Phone: (204) 786-9337
Fax: (204) 786-8656
No. 19056 4W A

HALL III, E. F.
Dean of Student Development
Wheeling Jesuit College
316 Washington Avenue
Wheeling, WV 26003
Phone: (304) 243-2301
No. 6358 2 V

HALL, Jenness E.
Assoc. Dir., University Center
UMBC, UC 206
5401 Wilkens Avenue
Baltimore, MD 21228
Phone: (410) 455-3462
Fax: (410) 455-1097
E-mail: JENNESS_HALL@UMBCADMN.BITNET
No. 21034 2 P

HALL, Marianne
Director Housing Res Life
Eastern Washington University
Showalter Hall MS# 144
Cheney, WA 99004-2496
Phone: (509) 359-6253
No. 18641 5 A

HALL, Norman D.
Director Residence Life
Ashland University
401 College Avenue
Ashland, OH 44805
Phone: (419) 289-5303
No. 11698 4E A

HALL, O. J.
Vice President-Student Affairs
Louisiana Technical University
Box 3164, Technical Station
Ruston, LA 71272
Phone: (318) 257-2445
No. 4708 3 V

HALL, Patrick J.
Doctoral Student
Bowling Green State University
425 Student Services Bldg
Bowling Green, OH 43403
Phone: (419) 372-8298
No. 19370 4E S

HALL, Pinckney
Acting Director
Univ of Wisconsin-Stout
Menomonie, WI 54751
Phone: (715) 232-2468
E-mail: HALL@UWSTOUT
No. 1354 4E P

HALL, Richard E.
Dean of Students
University of Oklahoma
900 Asp, Room 214
Norman, OK 73019
Phone: (405) 325-4026
No. 19014 4W P

HALL, William H.
Dir, Residence/Dining Halls
Ohio State University
1800 Cannon Drive, Suite 600
Columbus, OH 43210
Phone: (614) 292-4251
No. 580 4E P

HALLENBECK, Daniel A.
Assoc VP for Student Affairs
University of Georgia
201 Academic Bldg
Athens, GA 30602
Phone: (404) 542-3564
No. 2182 3 P

HALLENBECK, Douglas
Director, Hume Hall
University of Florida
Hume Hall Office
Gainesville, FL 32612
Phone: (904) 392-9091
No. 18749 3 P

HALLENBECK, Patricia
Registrar
Columbia-Greene Community College
Box 1000
Hudson, NY 12534
Phone: (518) 828-4181
No. 21154 2 P

HALLENBECK, Ted
Director-Student Financial Aid
Kent State University
103 Student Services Center
Kent, OH 44241
Phone: (216) 672-2972
No. 6738 4E P

HALLOCK, Hilton
Director Student Services
Longwood College
201 High St
Farmville, VA 23909
Phone: (804) 395-2490
E-mail: hhallock@lwcvm1.lwc.edu
No. 10962 3 P

HALLORAN, Kathleen
Dir of Career Services
Iowa State University
297 College of Design
Ames, IA 50011-3091
Phone: (515) 294-0735
Fax: (515) 294-9755
No. 20874 4E P

HALPIN, Suzanne
Manager - Student Center
Seton Hall University
South Orange Avenue
South Orange, NJ 07079
Phone: (201) 761-9688
No. 18718 2 P

HALSTEAD, Jason H.
Coord Publications & Info Srvc
University of Oregon
364 Oregon Hall
Eugene, OR 97403
Phone: (503) 346-1154
No. 16017 5 P

HALSTEAD, John R.
Vice President-Student Affairs
University of Maine
5703 Alumni Hall, Suite 218
Orono, ME 04469-5703
Phone: (207) 581-1430
Fax: (207) 581-3628
E-mail: John_Halstead@admin.umead.maine.edu
No. 1103 1 V

HALSTEAD, Scott M.
Complex Coordinator
University of Vermont
Robinson Hall, Redstone Campus
Burlington, VT 05405
No. 18616 1 P

HALVAKS, Jill
Director, New Student Services
U of California-Irvine
209 Admin, UC-Irvine
Irvine, CA 92717
Phone: (714) 856-7759
Fax: (714) 725-3090
E-mail: jhalvaks@uci.edu
No. 5663 6 P

HALVERSON, Vivian
Child Care Coordinator
University of Hawaii-Manoa
1776 University Ave
Honolulu, HI 96822
Phone: (808) 956-2252
No. 16057 6 P

HAMANN, Elmer
Director Auxiliary Services
Univ of Wisconsin-Milwaukee
2200 E Kenwood Blvd
Milwaukee, WI 53201
Phone: (414) 229-5576
No. 7721 4E P

HAMCKE, Adrienne J.
Publications Coordinator
Univ of Maryland-College Park
1195 Stamp Student Union
College Park, MD 20742
Phone: (301) 314-7249
Fax: (301) 314-9874
No. 17058 2 S

HAMEL, Phillip C.
Asst Director Student Life
Roger Williams University
1 Old Ferry Rd
Bristol, RI 02809
Phone: (401) 254-3161
No. 20112 1 P

HAMILTON, Ardina C.
191 W. 9th Ave, Apt. F-1
Columbus, OH 43201
Phone: (614) 294-1190
Fax: (614) 292-3033
No. 19260 4E S

HAMILTON, Beatrice
Director Counseling Center
University of Maryland
Student Development Building
Princess Anne, MD 21853
Phone: (410) 651-2200
No. 10009 2 P

HAMILTON, Deborah H.
Asst Director, Judicial Affs
Pennsylvania State University
720 Windsor Court
State College, PA 16801
Phone: (814) 234-4478
E-mail: DHH4@oas.psu.edu
No. 19223 2 P

HAMILTON, Hobson
Program Office
Kent State University
Sixth Floor, Wright Hall
Kent, OH 44242
Phone: (216) 672-2360
No. 20197 4E P

HAMILTON, Sara
Director of Career Services
Lewis & Clark College
0615 SW Palatine Hill-Box 75
Portland, OR 97219
Phone: (503) 768-7077
E-mail: hamilton@lclark.edu
No. 7216 5 P

HAMMOND, Christine M.
189 Newman Rd
Okemos, MI 48864
Phone: (517) 355-9499
No. 16824 4E S

HAMMOND, Debra L.
Exec. Dir./Univ. Student Union
Cal State Univ-Northridge
18111 Nordhoff Street
Northridge, CA 91330
Phone: (818) 885-2491
Fax: (818) 885-3615
No. 13001 6 P

HAMMOND, Ronald
Assoc. Dir. Residence Life
Potsdam College
Residence Life
Potsdam, NY 13676
Phone: (315) 267-2350
No. 5253 2 P

HAMPTON, Logan
Associate Dean of Students
University Central Arkansas
Box 4937
Conway, AR 72035-0001
Phone: (501) 450-3135
No. 21218 4W P

HAMPTON, Peggy B.
Asst. Dean for Stu. Life
Clark Atlanta University
J.P. Brawley at Fair St., SW
Atlanta, GA 30314
Phone: (404) 880-6113
Fax: (404) 880-8737
No. 21767 3 P

HAMPTON-MITZEL, Vickie
Dir., Student Success Program
McLennan Community College
1400 College Drive
Waco, TX 76708
Phone: (817) 750-3728
Fax: (817) 756-0934
No. 21543 3 P

HAMRICK, Flo
1004 W. Cascade Ave
Bloomington, IN 47404
Phone: (812) 856-8007
E-mail: FHAMRICK@INDIANA.EDU
No. 9639 4E S

HANCOCK, Michelle
Program Advisor
Sam Houston State University
P.O. Box 2237
Huntsville, TX 77341
Phone: (409) 294-1763
Fax: (409) 294-1939
No. 21644 3 P

HANCOCK, Susan Hunter
Dean of Student Services
Pacific Oaks College
5 Westmoreland Place
Pasadena, CA 91103
Phone: (818) 397-1336
No. 15854 6 V

HANDEL, Stephen J.
Principal Analyst
UC- Office of the President
300 Lakeside Dr. 17th Floor
Oakland, CA 94612-3550
Phone: (510) 987-9559
Fax: (510) 465-3704
Stephen.Handel@ucop.edu
No. 20228 6 A

HANDLER, Jeffrey
Acting Dean of Students
Fashion Inst of Technology
227 West 27th Street
New York, NY 10001
Phone: (212) 760-7681
No. 8840 2 A

HANDLOS, Gretchen Pfeffer
1075 N. Miller Rd. Apt. 229
Scottsdale, AZ 85257-4615
Phone: (618) 829-1693
No. 19568 6 S

HANDY, Ray A.
Director of Residential Life
New England College
15 I Windsor Ct
Keene, NH 03431
Phone: (603) 428-2242
No. 12900 1 P

HANEY, L. Richard
Dean of Student Development
Frederick Community College
7932 O'Possumtown Pike
Frederick, MD 21702
Phone: (301) 846-2469
No. 5540 2 V

HANFORD, Diana
Asst to the Dean of Students
University of Connecticut
Avery Point
Groton, CT 06340
Phone: (203) 445-3404
No. 6352 1 P

HANK, Jack
Dean of Student Services
University of St. Thomas
3812 Montrose Blvd.
Houston, TX 77006
Phone: (713) 522-7911
No. 10382 3 A

HANKS, Melissa
Residence Director
University of Tulsa
2821 E. 8th
Tulsa, OK 74104
Phone: (918) 631-2374
Fax: (918) 631-2033
No. 21367 4W P

HANLEY, Glenn R.
Dean of Physical Education
De Anza College
444 Saratoga Avenue #3I
Santa Clara, CA 95050
Phone: (408) 864-8402
No. 12439 6 A

HANNUM, Kristina
4621 Appley Mead Lane
Charlotte, NC 28269-8209
Phone: (704) 547-1490
No. 17403 3 S

HANSEN, Dave
Dean of Students
Linfield College
Dean of Students Office
McMinnville, OR 97128
Phone: (503) 472-4121
No. 2588 5 V

HANSEN, David A.
Asst V.P. Student Development
Univ of Nevada-Reno
102 Thompson Center/068
Reno, NV 89557
Phone: (702) 784-6116
No. 7880 5 P

HANSEN, Eric J.
Residential Program Coordinator
Oregon State University
B204 Administration Bldg
Corvallis, OR 97331-2135
Phone: (503) 737-4771
No. 20324 5 P

HANSEN, Keith R.
Assoc. Dean of Students
Hanover College
Newby Hall
Hanover, IN 47243
Phone: (812) 866-7078
Fax: (812) 866-2164
No. 8951 4E A

HANSON, Alan L.
Director-Residential Life
U of California-Los Angeles
405 Hilgard- Resid. Life Bldg.
Los Angeles, CA 90024
Phone: (310) 825-3066
No. 8717 6 P

HANSON, Ann Craig
Dean of Students
Middlebury College
Old Chapel 2nd Floor
Middlebury, VT 05753
Phone: (802) 388-3711
No. 19301 1 A

HANSON, Chuck
VP for Student Development
University of Mary
7500 University Drive
Bismarck, ND 58504
Phone: (701) 255-7500
No. 1767 4W V

HANSON, Gail Short
1803 Windmill Lane
Alexandria, VA 22307
Phone: (703) 768-3783
No. 19128 3 S

HANSSEN, Shelley
1641 3rd Avenue 11DE
New York, NY 10128
Phone: (212) 517-0630
No. 14973 2 S

HAPGOOD, Kimberly J.
Program Coordinator-FIPSE
Barnard College
3009 Broadway
New York, NY 10027
No. 12870 2 P

HARBISON, Katharine
Academic Coordinator
Sullivan College
3101 Bardstown Road
Louisville, KY 40205
Phone: (502) 456-6504
Fax: (502) 454-4880
No. 17964 3 A

HARBOUR, Suzanne E.
10643 Cottonwood Avenue
Hesperia, CA 92345
Phone: (619) 244-3525
No. 21466 6 S

HARD, James
Dean of Students
Centerary College of Louisiana
PO Box 41188
Shreveport, LA 71134-1188
Phone: (712) 546-2090
No. 2095 3 A

HARDEE, Melvene D.
Professor Emerita-Higher Ed.
Florida State University
910 North Ride
Tallahassee, FL 32303
Phone: (904) 395-4557
No. 2790 3 P

HARDESTY, Larry E.
Box 78 Westminster College
New Wilmington, PA 16172
Phone: (412) 946-7458
No. 21577 2 S

HARDY, Anne
Student Affairs Personnel Offc
Univ of Massachusetts-Amherst
319 Whitmore Admin Bldg
Amherst, MA 01003
Phone: (413) 545-2300
No. 132 1 P

HARDY, David W.
Acting Dir. Org. & Activ. Ctr
University of Kansas
400 Kansas Union
Lawrence, KS 66045
Phone: (913) 864-4861
No. 15054 4W P

HARDY, Donna
Coordinator/Program Planning
Memorial Univ of Newfoundland
Office of Student Affairs
St. John's CANADA A1C 5S7
Phone: (709) 737-7594
No. 12008 1 P

HARGIS, Jay
Asst. Dir. of Residence Life
Simmons College
305 Brookline Avenue
Boston, MA 02215
Phone: (617) 521-1097
No. 20900 1 A

HARGRAVE, Cody J.
P.O. Box 3982
Lawrence, KS 66046
Phone: (913) 864-4013
No. 19988 4W P

HARLAN, Ivan
V.P. For Student Services
Buena Vista College
Student Services Office
Storm Lake, IA 50588
Phone: (712) 749-2123
No. 716 4E V

HARLESON, Lori
Dir. of Housing/General Mgr.
LA State Univ. - Shreveport
8445 Youree Drive
Shreveport, LA 71117
Phone: (318) 797-8588
Fax: (318) 797-8553
No. 21687 3 P

HARLESS, Amanda L.
Director of Greek Affairs
Elon College
Campus Box 2262
Elon College, NC 27244-2020
Phone: (910) 584-2330
Fax: (910) 584-2210
No. 18093 3 P

HARMON, Joanna F.
Health Educator
California State U-Los Angeles
5151 State Univ. Dr.-Health Ct
Los Angeles, CA 90032
Phone: (213) 343-3341
No. 21090 6 P

HARMON, William W.
VC for Student Affairs
University of Pittsburgh
130 William Pitt Union
Pittsburgh, PA 15260
Phone: (412) 648-1006
Fax: (412) 648-1004
No. 866 2 V

HARMS, Joan
Institutional Analyst
University of Hawaii-Manoa
2425 Campus Rd Sinclair M
Honolulu, HI 96822
Phone: (808) 956-9409
Fax: (808) 956-9219
E-mail: jharms@uhccmvs
No. 18604 6 P

HARNED, Patricia J.
Assistant to Dean
Carnegie Mellon University
5000 Forbes Avenue
Pittsburgh, PA 15213
Phone: (412) 268-2075
E-mail: ph1y@andrew.cmu.edu
No. 11547 2 P

HARNEY-HOWARD, Ruth Ann
Residence Hall Area Coord
Morehead State University
UPO Box 899
Morehead, KY 40351
Phone: (606) 783-4030
No. 7985 3 P

HARPER, Donna L.
Director
James Madison University
Health Center
Harrisonburg, VA 22807
Phone: (703) 568-6177
Fax: (703) 568-7803
No. 17146 3 P

HARPER, Felisha
Knutzen Hall Director
Univ of Wis. - Stevens Point
Hall Director Apartment
Stevens Point, WI 54481
Phone: (715) 346-3222
No. 16933 4E A

HARPER, Terrence G.
Executive Director
Phi Kappa Psi Fraternity
510 Lockerbie Street
Indianapolis, IN 46202
Phone: (317) 632-1852
No. 6254 4E SMN

HARRELL, Bonnie A.
Florida State University
Box 65497
Tallahassee, FL 32313
Phone: (904) 853-3379
No. 19795 3 S

HARRIGAN, Polly
Interim Executive Director
Cal Polytech State University
Associated Students, Inc.
San Luis Obispo, CA 93407
Phone: (805) 756-5600
No. 12733 6 P

HARRIGAN, Ron E.
Vice President-Student Affairs
Univ of the Virgin Islands
No. 2 John Brewers Bay
Charlotte Amalie, VI 00802-9990
Phone: (809) 776-9200
No. 11265 3 V

HARRIMAN, Robert V.
Resident Director
Biola University
13800 Biola Avenue #1949
La Mirada, CA 90639
Phone: (310) 903-6318
No. 21575 6 P

HARRINGTON, Kate
Program Coord. Coll, Stu. Aff.
Azusa Pacific University
901 East Alosta Avenue
Azusa, CA 91702
Phone: (818) 815-3846
Fax: (818) 969-7180
No. 8429 6 P

HARRIS, Doris
Coord Stu Svs/Sch of Human Svs
Springfield College
210 Locklin Hall
Springfield, MA 01109
Phone: (413) 748-3630
No. 21559 1 P

HARRIS, Henrietta A.
Assoc. Dean-Student Development
South Mountain Community College
7050 South 24th Street
Phoenix, AZ 85040
Phone: (602) 243-6661
No. 1941 6 V

HARRIS, Michael R.
Senior Academic Counselor
University of Louisville
Speed Scientific School
Louisville, KY 40292
Phone: (502) 852-6194
No. 15003 3 P

HARRIS, Nicole D.
Staff Asst for Diversity
Univ. Wisconsin Whitewater
Gondhue Hall Suite 200
Whitewater, WI 53190
Phone: (414) 472-5275
No. 21201 4E P

HARRIS, Paul
Vice President-Student Affairs
Radford University
P.O. Box 6930
Radford, VA 24142
Phone: (703) 831-5433
No. 1509 3 V

HARRIS, Stephen A.
Dean of Students
Trevecca Nazarene College
333 Murfreesboro Road
Nashville, TN 37210-2877
Phone: (615) 248-1245
No. 11838 3 A

HARRIS, Walter
Coordinator
Cal Poly State Univ.-Outreach
Administration 206
San Luis Obispo, CA 93407
Phone: (805) 756-2792
No. 20445 6 P

HARRISON, Charlene
Director
Pennsylvania State University
323 Boucke Building
University Park, PA 16802
Phone: (814) 863-3887
No. 2292 2 P

HARRISON, Lorianne F.
Resident Assistant
Rhode Island College
19 Sweetwater Drive
Coventry, RI 02816
Phone: (401) 832-2622
Fax: (401) 822-2622
No. 15734 1 S

HARRISON, Stan
Dean of Students
Tennessee Wesleyan College
P.O. Box 40
Athens, TN 37303
Phone: (615) 745-5920
No. 14732 3 A

HARRISON, W. Steven
21 Winthrop Ave
Beverly, MA 01915-4139
Phone: (508) 922-6863
No. 15814 1 S

HARROLD, Jeannine A.
Director
Ball State University
Career Srvcs, Student CtrB-1
Muncie, IN 47306
Phone: (317) 285-5634
No. 16989 4E P

HARSHBARGER, D. Bruce
Vice President Student Develp.
Charleston Southern University
P.O. Box 118087
Charleston, SC 29423-8087
Phone: (803) 863-8008
Fax: (803) 863-8074
No. 5863 3 A

HART, Derrell
Associate Vice President
Miami University
113 Warfield Hall
Oxford, OH 45056
Phone: (513) 529-4631
No. 1512 4E P

HARTER, Geoffrey J.
Dean for Students
Pace University-Westchester
78 North Broadway
White Plains, NY 10603
Phone: (914) 422-4105
No. 7783 2 A

HARTER, James L.
VP-Student Affairs & Dean
Defiance College
701 N Clinton
Defiance, OH 43512
Phone: (419) 784-4010
No. 2436 4E V

HARTFORD, Maureen A.
Vice President Student Affairs
University of Michigan
6015 Fleming Admin Bldg
Ann Arbor, MI 48109-1340
Phone: (313) 764-5132
No. 1548 4E V

HARTLING, Judy
Assoc. Dean for New Students
Alfred University
26 N. Main St.
Alfred, NY 14802-1232
Phone: (607) 871-2134
E-mail: Hartling@bigvax.alfred.edu
No. 5905 2 P

HARTMAN, Robert A.
Assoc Dir Residence/Housing
University of Northern Iowa
Redeker Center
Cedar Falls, IA 50613
Phone: (319) 273-2333
No. 17583 4E P

HARTWIG, Celine
Acting Coord. Education Progr.
University of Iowa
100 Stanly Hall
Iowa City, IA 52242
Phone: (319) 335-3029
No. 15157 4E P

HARWOOD, Patricia C.
Dean, Westhampton College
University of Richmond
28 Westhampton Way
Richmond, VA 23173
Phone: (804) 289-8468
E-mail: HARWOOD@URVAX.URICH.EDU
No. 9060 3 P

HARWOOD, Richard
Counselor
J. Seargeant Reynolds Com College
1510 Pump Road
Richmond, VA 23233
No. 522 3 A

HASAN, Shah M.
Asst Dir Housing & Dining Svs
Kansas State University
103 Pittman Building
Manhattan, KS 66506-4601
Phone: (913) 532-7659
Fax: (913) 532-6855
E-mail: shasan@ksuvm.ksu.edu
No. 20955 4W P

HASBROUCK, Jo Ann
Area Coordinator
Whittier College
P.O. Box 634
Whittier, CA 90608
Phone: (310) 907-4813
Fax: (310) 698-4067
No. 19082 6 P

HASELEY, Stephen
Coordinator Special Programs
Oklahoma State University
201 Whitehurst
Stillwater, OK 74078
Phone: (405) 744-5328
No. 18592 4W P

HASELRIG, Bruce
Assoc Dean of Student Life
Univ of Pittsburgh-Johnstown
140 Biddle Hall
Johnstown, PA 15904
Phone: (814) 264-7064
No. 600 2 A

HASKELL, Geoffrey
Assistant Director
Lehigh University
Rathbone #63
Bethlehem, PA 18015
Phone: (215) 758-3500
No. 11241 2 P

HASKELL, Karen
Dean of Students
Roger Williams College
Old Ferry Road
Bristol, RI 02809
Phone: (401) 253-3093
Fax: (401) 254-3480
No. 598 1 V

HASKINS, Donald
Vice Pres.-Student Development
Wingate College
Student Development
Wingate, NC 28174
Phone: (704) 233-8000
No. 1890 3 V

HASSELL, R. Kipp
Dean of Students
Northeastern Illinois Univ
5500 St. Louis Ave B-114
Chicago, IL 60625-4699
Phone: (312) 794-2869
No. 4015 4E P

HASTINGS, Donald
Director-Residential Life
Skidmore College
Residential Life Office
Saratoga Springs, NY 12866
Phone: (518) 584-5000
No. 4691 2 P

HATCHER, Wayne
Dean of Students
Cameron University
2800 West Gore Blvd.
Lawton, OK 73505-6377
Phone: (405) 581-2209
No. 10777 4W P

HATTAN, Carla J.
Asst. Dir. of the Kelly Center
Fort Hays State University
600 Park
Hays, KS 67601
Phone: (913) 628-4401
Fax: (913) 628-4412
No. 21297 4W P

HATTULA, Frank K.
Graduate Student
Indiana University
Willkie South 101
Bloomington, IN 47406
Phone: (812) 857-2335
No. 21050 4E S

HAUENSTEIN, Carol
PO Box 2690
Iowa City, IA 52244-2690
Phone: (319) 351-0485
No. 18613 4E A

HAUGHEY, Eleanor G.
Graduate Student
VA Polytech & State Univ
105 Brodie Hall
Blacksburg, VA 24061-0255
No. 18630 3 S

HAUGLAND, Dan
Director of Residence Life
Peru State College
Rt. 1, Box 10
Peru, NE 68421
Phone: (402) 872-2246
No. 20869 4W P

HAUH, Cinthia H.
Resident Director
Univ. of Calif.- Santa Barbara
P.O.Box 11102
Santa Barbara, CA 93107
Phone: (805) 893-8168
No. 17238 6 P

HAUSCHILD, Karen B.
Hall Director
University of Tennessee
1720 Melrose Place
Knoxville, TN 37916-3417
Phone: (704) 262-8228
No. 17377 3 P

HAUSRATH, Sheila
Vice President-Student Life
Niagara University
Lower Level Gallagher Center
Niagara University, NY 14109
Phone: (716) 286-8405
No. 1869 2 V

HAVIG, Dee
Director Residential Life
Northwest College
231 W. 6th St.
Powell, WY 82435
Phone: (307) 754-6611
No. 20248 4W P

HAVILAND, David S.
V.P. for Student Life
Rensselaer Polytechnic Inst
Troy, NY 12181
Phone: (518) 276-6201
No. 2055 2 V

HAWES, Sean
College of St. Francis
Marian Hall #323/500 Wilcox St
Joliet, IL 60435
Phone: (815) 740-3521
No. 20728 4E S

HAWKINS, Barbara
Hall Director
Eastern CT State University
83 Windham St., Winthrop Hall
Willimantic, CT 06226
Phone: (203) 456-5233
No. 20967 1 P

HAWKINS, Melissa
147 North Road
Bedford, MA 01730
Phone: (508) 459-7741
No. 20240 1 A

HAWKINS, Tony
Associate Dean of Students
Purdue University
Schleman Hall
West Lafayette, IN 47907-1096
Phone: (317) 494-1233
No. 12486 4E P

HAWLEY, Katherine E.
Complex Coordinator
University of Vermont
Robinson Hall Dept Res Life
Burlington, VT 05405
Phone: (802) 656-3449
Fax: (802) 656-1142
No. 19235 1 P

HAWLEY, Wade
6041 Hamshire Drive
Huntington Beach, CA 92647
No. 6220 6 A

HAWTHORNE, Camille
Associate Dean Student Affairs
Westminster College
Office of Student Affairs
New Wilmington, PA 16172
Phone: (412) 946-7110
No. 21186 2 P

HAWTHORNE, Jill
Asst. Dean of Campus Life
Pomona College
333 N. College Way
Claremont, CA 91711
Phone: (909) 621-8256
Fax: (909) 621-8952
E-mail: JILLH.@POMAD.
CLAREMONT.EDU
No. 19291 6 P

HAXTON, Jason
Director, Residential Living
Northeast Missouri St. Univ.
P.O. Box 828
Kirksville, MO 63501
Phone: (816) 785-4227
Fax: (816) 785-5403
No. 21052 4W P

HAY, Melissa L.
Area Coordinator
Robert Morris College
Housing Department
Coraopolis, PA 15108
Phone: (412) 262-8350
No. 20379 2 P

HAY, Sharon L.
Director of Slavin Center
Providence College
204 Slavin Center
Providence, RI 02918
Phone: (401) 865-2079
Fax: (401) 865-2822
No. 19095 1 P

HAYES, Charlotte
Counseling Psychologist
San Diego State University
5300 Campanile Drive
San Diego, CA 92182-0576
Phone: (619) 594-5220
No. 21735 6 P

HAYES, Gaynelle
VP & Dean Student Develp. Svcs
Galveston College
4811 Woodrow
Galveston, TX 77551
Phone: (409) 763-6551
Fax: (409) 762-9367
No. 11931 3 A

HAYES, James A.
Dean of Students
Herkimer Co. Community College
Reservoir Rd
Herkimer, NY 13350-9987
Phone: (315) 866-0300
No. 1148 2 V

HAYES-JOSEPH, Charleen
Associate Director
Grand Valley State University
Career Services, 105 Commons
Allendale, MI 49401
Phone: (616) 895-3311
No. 20436 4E P

HAYNER, Amy
1627 S. Carrollton Ave
New Orleans, LA 70118-2825
Phone: (504) 861-3146
Fax: (504) 861-3146
No. 17151 3 S

HAYNES, JR., Hal
Coordinator of Residence Life
Dickinson State University
Delong Hall
Dickinson, ND 58601
Phone: (701) 227-2310
No. 21213 4W P

HAYS, John David
Assistant Vice President
Middle Tennessee State Univ
Box 30
Murfreesboro, TN 37132
Phone: (615) 898-2440
Fax: (615) 898-5112
No. 9632 3 P

HAYS, Joni R.
Senior Clinical Counselor
Oklahoma State University
310 Student Union
Stillwater, OK 74078
Phone: (405) 744-5472
No. 18761 4W P

HAYS, Julie
Greek Affairs Coordinator
Iowa State University
1126 Luther Dr #123
Ames, IA 50010
Phone: (216) 672-2480
E-mail: jhays@iastate.edu
No. 17747 4E P

HAYWARD, Peggy F.
Enrollment Management
Cal State Univ-Fresno
5152 N. Barton
Fresno, CA 93740-0013
Phone: (209) 278-7533
E-mail: pegh@zimmer.csuf
No. 9829 6 P

HAYWOOD, Deborah H.
Dir., Livwell Ctr. for Health
Univ. of NC - Wilmington
Westside Hall/601 S. College
Wilmington, NC 28403-3297
Phone: (910) 350-4137
Fax: (910) 350-4130
No. 21493 3 A

HAZARD, Barbara J.
Dean of Students
University of New England
Eleven Hills Beach Road
Biddeford, ME 04005
Phone: (207) 283-0171
No. 2339 1 V

HAZARD, Victor A.
Associate Dean of Students
University of Kentucky
Rm 513 Patterson Office Towers
Lexington, KY 40506-0027
Phone: (606) 257-3754
Fax: (606) 323-1067
E-mail: victora.hazard@ukwang.uky.edu
No. 11911 3 P

HAZEN, Logan R.
Director of Residential Life
University of Rochester
20 Gates Wing, SBA Halls
Rochester, NY 14627
Phone: (716) 275-3166
No. 1353 2 P

HAZZARD, Terry L.
Dean of Students
Bishop State Community College
351 N. Broad Street
Mobile, AL 36603-5898
Phone: (205) 690-6419
No. 12829 3 A

HEADEN, Carol S.
20 Platt Ct.
Mill Valley, CA 94941
Phone: (206) 286-7285
No. 8604 6 P

HEALEY, Jennifer C.
Coord. for Res. Management
Villanova University
P.O. Box 205 Tolentine
Villanova, PA 19085
Phone: (610) 519-7157
No. 21842 2 P

HEALY, Margaret A.
Vice President-Student Affairs
Mankato State University
MSU 16 - P.O. Box 8400
Mankato, MN 56002-8400
Phone: (507) 389-2121
No. 1017 4E V

HEANEY, Kevin J.
Director Engineering Advising
Cornell University
167 Olin Hall
Ithaca, NY 14850
Phone: (607) 255-7414
No. 12767 2 A

HEARD, Cheryl Y.
Assistant Director
SIU at Edwardsville
Box 1168
Edwardsville, IL 62026
Phone: (618) 692-2686
No. 19419 4E P

HEARN, Kevin P.
Area Director
Nazareth College
4245 East Avenue
Rochester, NY 14618
Phone: (716) 586-2525
No. 21534 2 S

HEATH, Angela M.
28594 Venice Circle
Farmington Hills, MI 48334
Phone: (419) 372-2373
No. 18122 4E S

HEATH, Lisa Ann
Director Student Development
Fort Hays State University
600 Park
Hays, KS 67601
Phone: (913) 628-4276
Fax: (913) 628-4113
E-mail: salh@fhsuvm.fhsu.edu
No. 18496 4W P

HEATH, Raymond
Vice President, Student Affairs
La Salle University
1990 W. Olney Avenue
Philadelphia, PA 19141
Phone: (215) 951-1017
Fax: (215) 951-1734
E-mail: heath@lasalle.edu
No. 838 2 V

HEATH, Robert L.
3736 S Madison Avenue
Tulsa, OK 74105-3016
Phone: (918) 592-6000
No. 8646 4W P

HECKER, Elizabeth V.
Director Affirmative Action
Boise State University
1910 University Drive
Boise, ID 83725
Phone: (208) 385-1979
No. 17040 5 P

HECKER, Matthew J.
Associate Dean of Students
St. Olaf College
1520 St. Olaf Avenue
Northfield, MN 55057
Phone: (507) 646-3615
Fax: (507) 646-3549
E-mail: Hecker?Matt@admin.stolaf.edu
No. 15877 4E P

HECKMAN, Lisa
Director Student Activities
John Carroll University
20770 North Park Blvd
University Heights, OH 44118
Phone: (216) 397-4401
No. 19409 4E P

HEDBERG, Nancy
Administrative Assistant
Western Baptist College
5000 Deer Park Drive S.E.
Salem, OR 97301
Phone: (503) 375-7010
No. 13040 5 V

HEDGE, Randall Paul
Asst Dir Operations & Svs
ND State Univ.- P.O. Box 5476
Memorial Union, Room 255
Fargo, ND 58105
Phone: (701) 237-8241
Fax: (701) 237-8043
E-mail: hedge@badlands.nodak.edu
No. 20928 4W P

HEDGES, Andrew J.
Univ of Maryland-College Park
0200 Caivert
College Park, MD 20742
Phone: (301) 314-7330
No. 19650 2 S

HEDRICK, Ronald
Asst VP Stu Development
Univ of Texas-San Antonio
6900 N. Loop 1604 W.
San Antonio, TX 78249
Phone: (512) 691-4700
No. 18617 3 P

HEETER, Janet
Director of Student Life
Austin College
900 N. Grand Suite 6J
Sherman, TX 75090-4440
Phone: (903) 813-2306
No. 11581 3 P

HEGRANES, Colleen
V.P. for Enrollment Management
College of St. Catherine
2004 Randolph Avenue
St. Paul, MN 55105
Phone: (612) 690-6778
Fax: (612) 690-6024
E-mail: CAHEGRANES@ALEX.STKATE.EDU
No. 11404 4E V

HEIGLE, Cari Sue
Otterbein Admissions Couns.
83 W. Northwood Street
Columbus, OH 43201
Phone: (614) 292-9019
No. 19578 4E S

HEIMANN, B. Sue Caudill
Dean of Students
Ashland University
401 College Avenue
Ashland, OH 44805
Phone: (419) 289-5324
No. 14855 4E A

HEIMLICH, Maralyn
Assistant Dean of Students
University of Texas-Austin
8104 Lora Linda Drive
Austin, TX 78753
Phone: (512) 471-3304
No. 3352 3 P

HEINEMAN, Joanne
Graduate Assistant
San Diego State University
1222 Oliver Avenue #1
San Diego, CA 92109
Phone: (619) 272-6078
Fax: (619) 594-1045
No. 21480 6 S

HEINZ, Heidi
Student Life Coordinator
Blackburn College
700 College Avenue
Carlinville, IL 62626
Phone: (217) 854-3231
No. 2473 4E V

HEINZEN, Kathleen
Director Student Services
College of St. Catharine
2500 S. 6th Street
Minneapolis, MN 55454
Phone: (612) 690-7709
indycms.bitnet
No. 21104 4E P

HEINZL, Rudy
Dean of Student Affairs
McMaster University
312 Hamilton Hall - Hamilton
CANADA L8S 4K1
Phone: (905) 525-9140
Fax: (905) 529-8972
E-mail: HEINZL@MCMAIL.CIS.MCMASTER.CA
No. 14413 4E A

HEISMEYER, Fred
200 Quandt Avenue
Springdale, AR 72764
Phone: (501) 575-4877
E-mail: SHINDS@UAFSYSB
No. 1038 4W S

HEKHUIS, Louis F.
Assoc. Prof, Ed. Admin.
Michigan State University
429 Erickson Hall, MSU
East Lansing, MI 488234
Phone: (517) 353-5979
No. 17795 4E P

HELLER, Richard
Director - Student Development
Clemson University
103 Holtzendorff Center
Clemson, SC 29634-4003
Phone: (803) 656-0501
No. 18037 3 P

HELMAN, Cynthia K.
Assistant Director/Res Life
Michigan State University
G-64 Wilson Hall
East Lansing, MI 48825
Phone: (517) 353-3780
No. 17193 4E P

HELMBOCK, Thomas A.
Executive Vice President
Lambda Chi Alpha
8741 Founders Road
Indianapolis, IN 46268
Phone: (317) 872-8000
No. 3959 4E SMN

HELTON, Patti S.
Director of Student Life
Eastern Mennonite College
Student Life Office
Harrisonburg, VA 22801
Phone: (703) 432-4135
Fax: (703) 432-4444
No. 1906 3 V

HEMPHILL, Andrea R.
Grad. Student
Texas A&M University
Off Campus Center
College Station, TX 77843-1257
Phone: (409) 845-1741
Fax: (409) 862-1026
No. 21421 3 S

HENCKLER, Joyce D.
Asst VP for Enrollment Mgmt
University of Maine
221 Chadbourne Hall
Orono, ME 04469
Phone: (207) 581-1572
No. 1929 1 P

HENDERSON, Craig
Student Services Counselor
Cal State Univ-San Bernardino
5500 University Parkway
San Bernadino, CA 92407
Phone: (909) 880-5185
No. 429 6 P

HENDERSON, Kathleen D.
Assistant Director, MSA
University of Dayton
300 College Park
Dayton, OH 45469-0812
Phone: (513) 229-3634
No. 16889 4E P

HENDERSON, Peter
Dean of Student Affairs
Univ of Maine-Presque Isle
181 Main Street
Presque Isle, ME 04769
Phone: (207) 764-0311
E-mail: hender@xaos..umpl
No. 1995 1 V

HENDERSON-LOYD, V. Cortez
Visiting Asst. Professor
University of Central Arkansas
459 Ingram
Conway, AR 72032
No. 21890 4W P

HENDRICKSON, Kenny
Asst Director Residence Life
Plymouth State College
Holmes House
Plymouth, NH 03264
Phone: (603) 536-1481
No. 18524 1 P

HENGLEIN, Greta
Director of Housing
Saint Mary of the Woods Coll.
St.Mary of the Wood, IN 47876
Phone: (812) 535-5219
No. 6883 4E A

HENKELS-LUNTZ, Bonnie
Employee Asst. Program Dir.
San Jose State University
One Washington Square
San Jose, CA 95192-0035
Phone: (408) 924-5940
Fax: (408) 924-5978
LHenkels.SJSUVM1.SJSU.edu
No. 21514 6 P

HENLEY, Barbara
VP for Student Affairs
Northern Illinois University
Lowden Hall 105
Dekalb, IL 60115
Phone: (815) 753-1573
No. 2108 4E V

HENNEKES, Janette
Residence Director
University of Tulsa
2831 E. 8th Street
Tulsa, OK 74104-3447
Phone: (418) 631-4895
No. 17269 4W P

HENNESSEY, Brendan J.
University of Arizona
1215 North 3rd Avenue
Tucson, AZ 85705
Phone: (602) 882-6354
No. 21556 6 S

HENNESSEY, JR., David J.
Director of Residence Life
Bentley College
175 Forest St
Waltham, MA 02154
Phone: (617) 897-2148
E-mail: DHENNESSEY@BENTLEY.EDU
No. 20071 1 P

HENNING, Laura
Assistant Dean of Students
SUNY College Fredonia
Fredonia, NY 14063
Phone: (716) 673-3271
No. 19175 2 P

HENOLD, Kenneth L.
Assoc. Provost
University of Detroit-Mercy
4001 W. McNichols, Box 19900
Detroit, MI 48219-0900
Phone: (313) 993-1197
No. 19738 4E V

HENRICHS, James A.
Associate Director Admissions
Westbrook College
Stevens Avenue
Portland, ME 04103
Phone: (207) 797-7261
Fax: (207) 797-7225
No. 17789 1 P

HENRIKSEN, Janel A.
145 S. Doheny Drive #205
Los Angeles, CA 90048-2943
Phone: (310) 271-3453
E-mail: 1224801@mvs.oac.ucla.edu
No. 19226 6 S

HENRY, Bonnie
Vice President-Student Affairs
William Rainey Harper College
1200 West Algonquin Road
Palatine, IL 60067-7398
Phone: (708) 925-6360
No. 12421 4E A

HENRY, Gordon H.
Vice President-Student Affairs
University of North Dakota
Box 7140 University Station
Grand Forks, ND 58202
Phone: (701) 777-2724
Fax: (701) 777-3650
No. 7443 4W V

HENRY, Judith
Asst VP for Student Affairs
Texas Tech University
Box 42012
Lubbock, TX 79409-2012
Phone: (806) 742-2131
No. 7477 3 P

HENRY, Rita
Asst.To The Vice Chancellor
Univ of Nebraska-Omaha
211 Eppley Bldg
Omaha, NE 68182
Phone: (402) 554-2779
No. 5363 4W P

HENRY, Ruth
202 Tall Timbers Rd.
Glastonbury, CT 06033
Phone: (617) 437-2577
No. 15702 1 P

HENRY, Wilma J.
Asst. Dean for Administration
College of Ed & Human Services
Wright State University
Dayton, OH 45435
Phone: (513) 873-3264
Fax: (513) 873-3301
No. 20649 4E P

HERBST, Sandra
21 Copper Beech Circle
White Plains, NY 10605
Phone: (914) 761-3477
No. 21963 2 S

HERDLEIN, Richard J.
Dean of Student Affairs
Medaille College
18 Agassiz Circle
Buffalo, NY 14214
Phone: (716) 884-3281
No. 7386 2 V

HERGOTT, Greg L.
Director, Family Housing
Montana State University
1502 West Garfield
Bozeman, MT 59717
Phone: (406) 994-3730
Fax: (406) 994-1918
No. 21272 5 P

HERMAN, Barbara Brown
Interim Dean of Students
Texas Christian University
PO Box 32902
Fort Worth, TX 76129
Phone: (817) 921-7855
No. 19034 3 P

HERMAN, David E.
Acting VP for Student Affairs
Oakland University
157 North Foundation Hall
Rochester, MI 48309-4401
Phone: (810) 370-4200
No. 296 4E P

HERMAN, Kelly
1504 Aurora Avenue N. Apt. 403
Seattle, WA 98109-3048
Phone: (206) 284-3979
No. 21813 5 S

HERMAN, Nancy B.
Doctoral Student
Ohio University
201 McCracken Hall
Athens, OH 45701
Phone: (614) 594-4134
No. 21723 4E S

HERMAN, Paul A.
Asst. Dean/Dir. Program Dev.
Rutgers University
Livingston College Student Ctr
New Brunswick, NJ 08903
Phone: (908) 932-4122
Fax: (908) 932-2175
E-mail: paherman@gandalf.rutgers.edu
No. 1245 2 P

HERMANSDORFER, Andy
Grad. Asst. Student Activities
Marshall University
MSC, Suite 2W38
Huntington, WV 25755
Phone: (304) 696-2284
No. 21909 2 S

HERMO-WEAVER, Alicia M.
69 W. Main St
Rahway, NJ 07065
Phone: (908) 381-3974
No. 18854 2 S

HERNANDEZ, Bobbie
Vice President-Student Affairs
Univ of Texas-San Antonio
6900 N Loop 1604 West
San Antonio, TX 78249-0602
Phone: (210) 691-4136
No. 780 3 V

HERNANDEZ, Constance J.
Assistant Director
Northern Arizona University
P. O. Box 6100
Flagstaff, AZ 86011
Phone: (602) 523-7616
No. 8478 6 P

HERNANDEZ, Jean
Director
University of Washington
FH-30 301 Loew Hall
Seattle, WA 98195
Phone: (206) 543-9109
Fax: (206) 543-3783
E-mail: hernandz@u.washington.edu
No. 11961 5 P

HERNANDEZ, John
Asst Dean Student Affairs
Cal State Univ-Fullerton
McCarthy Hall 103
Fullerton, CA 92634-9480
Phone: (714) 773-2969
Fax: (714) 449-5898
E-mail: jhernandez@fullerton.edu
No. 16863 6 P

HERRING, H. Preston
Assoc. VP-Student Affairs
Rochester Inst of Technology
P.O. Box 9887 - Kate Gleason
Rochester, NY 14623-0887
Phone: (716) 475-2574
No. 4273 2 P

HERRMANN, Diane M.
UCLA
310 Deneue Dr.
Los Angeles, CA 90024-8319
Phone: (310) 825-2821
No. 15997 6 P

HERRON, Ron D.
Vice President-Student Affairs
SUNY College Purchase
735 Anderson Hill Road
Purchase, NY 10577
Phone: (914) 251-6030
Fax: (914) 251-6034
No. 2361 2 V

HERSEMANN, Daryll D.
Vice President-Student Affairs
Valparaiso University
Kretzmann Hall
Valparaiso, IN 46383
Phone: (219) 464-5411
E-mail: DHERSEMANN@EXODUS.VALPO.EDU
No. 1760 4E V

HERZOG, Alexander J.
P.O. Box 8321
Terre Haute, IN 47808-8321
Phone: (812) 237-6580
No. 20803 4E S

HESTER, David W.
Director of Student Activities
Rhodes College
2000 N. Parkway
Memphis, TN 38112-1690
E-mail: HESTER @Rhodes
No. 18268 3 P

HESTER, Sandra M.
Area Complex Director
Eastern Michigan University
ACD Apt. - Jones Hall
Ypsilanti, MI 48197
Phone: (313) 487-0084
E-mail: HOU_HESTER@EMUVAX.EMICH.EDU
No. 14458 4E P

HETHERINGTON, Katherine E.
102 Ivy Drive #12
Charlottesville, VA 22903
Phone: (804) 977-2821
E-mail: KEH3Y@Virginia.Edu
No. 21790 3 S

HETTICH, Doreen
600 South 43rd Street
Philadelphia, PA 19104
Phone: (215) 895-1180
E-mail: DHETTICH@DOLPHIN.UPENN.EDU
No. 19859 2 P

HEWITT, Charles
Assoc VP Student Affairs
University of South Florida
4202 Fowler Ave Admin Bldg 151
Tampa, FL 33620
Phone: (813) 974-2480
No. 3362 3 P

HEWLETT, Brian N.
Coord. of Stu. Development
CA Polytech State University
P.O. Box 14322
San Luis Obispo, CA 93406-4322
Phone: (805) 756-5671
Fax: (805) 756-5947
E-mail: du876@oasis.calpoly.edu
No. 19044 6 P

HEYWARD, Joseph E.
VP for University Activities
Francis Marion College
Box 100547
Florence, SC 29501-0547
Phone: (803) 661-1187
No. 8150 3 V

HIBBARD, George
Dean Of Students
Cal State Univ-Bakersfield
9001 Stockdale Highway
Bakersfield, CA 93311-1099
Phone: (805) 644-2161
No. 639 6 V

HIBLER, Dirk
3802 41st
Lubbock, TX 79413
Phone: (806) 799-3384
No. 21834 3 S

HICKEY, Delina R.
Vice President-Student Affairs
Keene State College
Hale Bldg., 229 Main Street
Keene, NH 03435-1503
Phone: (603) 358-2108
No. 847 1 V

HICKLIN, Robin R.
Graduate Assistant
Central Missouri State Univ.
Coll. & Clark Stu. Health Ctr.
Warrensburg, MO 64093
Phone: (816) 429-6328
No. 21019 4W S

HICKMAN, Kimshi
Hall Director
Texas Christian University
P.O. Box 32913
Fort Worth, TX 76129
Phone: (817) 927-0593
No. 21576 3 P

HICKS, James S.
Student
Virginia Polytech Institute
812 McBryde Dr.
Blacksburg, VA 24060
Phone: (703) 552-6291
No. 20428 3 S

HICKS, Ramona
1-306 Lamoine Village
Macomb, IL 61455
Phone: (309) 295-8206
No. 20882 4E S

HICKS, Wilbur C.
Ombudsman
Princeton University
179 Nassau Street
Princeton, NJ 08544
Phone: (410) 455-2393
No. 19830 2 P

HIGA, Jane
V. President/Dean of Students
Westmont College
955 La Paz Road
Santa Barbara, CA 93108
Phone: (805) 565-6028
No. 9622 6 A

HIGGINS, Deborah
Residence Director
Westfield State College
Box 250 Parenzo Hall
Westfield, MA 01086
Phone: (413) 572-5585
No. 19569 1 P

HIGGINS, Kevin P.
Bldg Mgr Stu Life Facilities
Univ of Penn-110 Houston Hall
3417 Spruce Street
Philadelphia, PA 19104-6306
Phone: (215) 898-5552
Fax: (215) 898-0920
No. 20762 2 S

HIGGINS, L. Kay
Dir. New Stu. Orientation
Texas Christian University
P.O.Box 32913
Ft. Worth, TX 76129
Phone: (817) 921-7865
No. 9805 3 P

HIGGINS, Mona
Director Of Residence Life
Allegheny College
Box R
Meadville, PA 16335
Phone: (814) 332-3865
No. 7549 2 P

HIGHFILL, Jerilyn
RD/Student
No. Carolina State University
Box 7315
Raleigh, NC 27695
Phone: (919) 512-0403
No. 19737 3 S

HIGHLEY, Tonda
Director-Career Development
SUNY College New Paltz
HAB 705
New Paltz, NY 12561
Phone: (914) 257-3265
E-mail: Highley@SNYNEWVM
No. 5457 2 P

HIGHT, Donna L.
Coord., Student Discipline
USC
800 Elm Avenue
Columbia, SC 29205
Phone: (803) 777-4333
No. 11123 3 P

HIGHTOWER, Len
Dean of Student Affairs
University of La Verne
1950 3rd Street
La Verne, CA 91750
Phone: (909) 593-3511
Fax: (909) 596-2537
No. 2584 6 V

HIGHUM, Ann
VP and Dean for Student Life
Luther College
700 College Drive
Decorah, IA 52101
Phone: (319) 387-1020
E-mail: Highuman@luther.edu
No. 469 4E V

HILL, Amy M.
311 Park Avenue
Auburn, ME 04210
Phone: (207) 783-6556
No. 21901 1 S

HILL, Cynthia
Dean of Students
Rock Valley College
3301 N. Mulford Rd.
Rockford, IL 61114
Phone: (815) 654-4270
Fax: (815) 654-4254
No. 14686 4E A

HILL, Glenda C.
Dir, Pre-Professional Studies
Boise State University
1910 University Drive, TBTB333
Boise, ID 83725
Phone: (208) 385-3832
No. 18559 5 P

HILL, Gloria P.
Dir Carnegie Mellon Action
Carnegie Mellon University
EDSH, Room 120
Pittsburgh, PA 15213
Phone: (412) 268-2150
No. 14796 2 P

HILL, James L.
Vice President-Student Affairs
Central Michigan University
182 Warriner Hall
Mt. Pleasant, MI 48859
Phone: (517) 774-3208
Fax: (517) 774-3665
No. 2492 4E V

HILL, James W.
Associate Dean of Students
University Wisconsin-Milwaukee
PO Box 413
Milwaukee, WI 53201
Phone: (414) 229-4632
No. 20217 4E P

HILL, Judy
Asst. Coord. - Gadsden Center
University of Alabama
PO Box 1280
Gadsden, AL 35902-1280
Phone: (205) 546-2886
No. 2230 3 P

HILL, Kathleen E.
Asst. Dir. Recreational Svs.
East Carolina University
204 Christenbury Gymnasium
Greenville, NC 27858
Phone: (919) 757-6387
No. 20896 3 P

HILL, Keith R.
Hall Director
Univ. of Texas - Arlington
P.O. Box 195279
Arlington, TX 76019
Phone: (817) 856-6576
Fax: (817) 273-2717
No. 21495 3 P

HILL, Pamela
Asst. Dean of Students
Northern Kentucky University
UC 352
Highland Heights, KY 41099
Phone: (606) 572-6684
Fax: (606) 572-5566
No. 21458 3 P

HILL, Thomas
Dean for Student Services
University of Florida
P.O. Box 114075
Gainesville, FL 32611-4075
Phone: (904) 392-1261
No. 20599 3 P

HILL, Tina L.
Asst. Director Student Activ
Elizabethtown College
One Alpha Drive
Elizabethtown, PA 17022
Phone: (717) 367-1273
No. 18301 2 P

HILLARD, Judith Ann
Asst. Dean for Residence
University of Pennsylvania
3700 Spruce Street Box 12
Philadelphia, PA 19104-6011
Phone: (215) 573-6170
No. 20892 2 P

HILLARD, Mariane
1357 43rd Ave #9
Greeley, CO 80634
Phone: (303) 356-7845
No. 18787 4W S

HILLS, Kenneth D.
Vice Pres for Student Develop
Northwest Nazarene College
623 Holly
Nampa, ID 83686
Phone: (208) 467-8644
No. 8179 5 A

HILLS, Lisa Berman
Asst. Dean of Student Affairs
Brandeis University
P.O. Box 9110
Waltham, MA 02254
Phone: (617) 736-3600
No. 21944 1 P

HILSON, Arthur
Dir Off Multicult Stu Affairs
University of New Hampshire
208 Huddleston Hall
Durham, NH 03824
Phone: (603) 862-2050
No. 20968 1 P

HILT, Elizabeth M.
Vice President Student Service
Pacific Graduate Schl Psych
935 East Meadow Drive
Palo Alto, CA 94303
Phone: (415) 494-7477
No. 18553 6 V

HILTON, Cheryl R.
Director Residential Life
Hollins College
PO Box 9523
Roanoke, VA 24020
Phone: (703) 362-6407
No. 20278 3 P

HILTON, James R.
Assoc Dean for College Life
Elizabethtown College
One Alpha Drive
Elizabethtown, PA 17022-2298
Phone: (717) 361-1196
No. 11450 2 P

HIMELSTEIN, Howard
Associate Dean
Dutchess Community College
53 Pendell Road
Poughkeepsie, NY 12601
Phone: (914) 471-4500
No. 7498 2 P

HINDERS, Sally Walker
Director of the Career Center
Drake University
Illinois Hall - 2nd Floor
Des Moines, IA 50311
Phone: (208) 799-2313
No. 14520 4E P

HINDES, Janice M.
Assoc Dean -Academic Services
College of Saint Rose
432 Western Ave
Albany, NY 12203
Phone: (518) 454-5217
No. 10210 2 P

HINDS, Steven R.
Assistant Director Admissions
University of Arkansas
200 Silas H. Hunt Hall
Fayetteville, AR 72701
Phone: (501) 575-5346
Fax: (501) 575-7790
E-mail: SHINDS@UAFSYSA.UARK.EDU
No. 15623 4W P

HINRICHS, Sandee
Dir. for Student Development
Dickinson State University
291 Campus Drive
Dickinson, ND 58601
Phone: (701) 227-2310
No. 21978 4W P

HINSHAW, Janet
Coordinator for Training
Colorado State University
730 Laporte Avenue
Ft. Collins, CO 80521
Phone: (303) 495-5862
No. 18661 4W S

HIRANO, June Y.
Award Services Officer
East-West Center
1777 East-West Road
Honolulu, HI 96848
Phone: (808) 944-7738
Fax: (808) 944-7070
No. 21015 6 SMN

HIRD, Pamela S.
6061 Beverlyhill St #183
Houston, TX 77057-6669
No. 19731 3 P

HIRSCH, Brian C.
Coord., Career Planning
Univ. of Southern Mississippi
Box 9066
Hattiesburg, MS 39406-9066
Phone: (601) 266-4844
E-mail: Brian_Hirsch@bull.cc.usm.edu
No. 16817 3 P

HIRSCH, Sonnie
Graduate Intern
New York University
270 Farview Ave
Paramus, NJ 07652
Phone: (201) 265-4398
No. 17260 2 S

HIRSCHY, Amy
Residence Life Coordinator
Univ. of South Carolina
1215 Blossom Street
Columbia, SC 29208
Phone: (803) 777-2729
Fax: (803) 777-9036
No. 15399 3 P

HIRT, Joan B.
Acting Associate Dean Students
University of Arizona
12017 Makohoh Trail
Tucson, AZ 85749
Phone: (602) 621-7059
No. 160 6 P

HIZER, Sara
Academic Advisor
Detroit College of Business
4801 Oakman
Dearborn, MI 48126
Phone: (313) 581-4400
No. 20243 4E S

HOARD, D.C.
Director of Housing
Grambling State University
PO Box 554
Grambling, LA 71245-0554
Phone: (318) 274-2504
No. 15837 3 P

HOBBS, Herbert R.
Director of Admissions
Bastyr University
144 NE 54th
Seattle, WA 98105
Phone: (206) 523-9585
No. 10692 5 P

HOBSON-PANICO, Susan
Asst VP Academic Affairs
Univ of Colorado-Boulder
Campus Box #51
Boulder, CO 80309-0051
Phone: (303) 492-8911
No. 16004 4W A

HOCH, William A.
Mgr. Off. for Ability & Access
McMaster Univ/1280 Main St. W
KTH 118 Hamilton Ontario
L8S 4M4 CANADA
Phone: (905) 529-7070
Fax: (905) 522-7102
E-mail: hochwil@mcmail.cis.mcmaster.ca
No. 21725 4E A

HOCTOR, Michael
Dir-Housing & Residential Life
San Diego State University
HRLO
San Diego, CA 92182-0563
Phone: (619) 594-2940
No. 1266 6 P

HODGE, Valerie
Vice President-Student Dev
East Stroudsburg University
East Stroudsburg, PA 18301
Phone: (717) 424-3598
No. 2534 2 V

HOELTING, Floyd B.
Director-Residential Life
Illinois State University
Office of Residence Life
Normal, IL 61761
Phone: (309) 438-8611
No. 10002 4E P

HOESTEREY, Julie Ann
Resident Director
Newbury College
129 Fisher Ave
Brookline, MA 02146
Phone: (617) 730-7176
No. 17343 1 S

HOFF, Forrest
Dean of Student Affairs
Missouri Western State College
4525 Downs Drive
St Joseph, MO 64507
Phone: (816) 271-4435
No. 1128 4W V

HOFFER, Andrea
Activities Coordinator
Queensborough Comm. College
Off Stu Act/222-05 56th Ave.
Bayside, NY 11364-1497
Phone: (718) 631-6233
No. 19375 2 A

HOFFMAN, David A.
406 Ridge Road #11
Greenbelt, MD 20770
Phone: (301) 474-8226
No. 14934 2 S

HOFFMAN, Janice M.
Assistant Director Housing
Framingham State College
100 State Street
Framingham, MA 01701
Phone: (508) 626-4630
No. 18543 1 P

HOFFMAN, Marion B.
Dean of Student Development
Towson State University
8000 York Road
Towson, MD 21204
Phone: (410) 830-3307
No. 8690 2 P

HOFFNER, Wayne S.
Dean Of Students
Rowan College of New Jersey
Dean of Students Office
Glassboro, NJ 08028
Phone: (609) 863-6359
No. 7456 2 V

HOFFSTETTER, Ann L.
Assistant VP Student Affairs
Oregon Health Sciences Univ.
3181 SW Sam Jackson Pk. Rd.
Portland, OR 97201
Phone: (503) 494-7508
Fax: (503) 494-7519
No. 14553 5 V

HOFFSTOT, Janet
Associate Dean of Students
Shippensburg University
Box 17 Old Main
Shippensburg, PA 17257
Phone: (717) 532-1536
No. 1048 2 P

HOFMAN, Kurt O.
Vice President-Student Affairs
Georgia College
CBX 27
Milledgeville, GA 31061
Phone: (912) 453-5169
Fax: (912) 453-6707
No. 1827 3 V

HOGAN, Lynn
Dir. Stu. Svs/Alumni Relations
University of Georgia
210 Dawson Hall
Athens, GA 30602
Phone: (706) 542-4847
E-mail: LHOGAN@HESTIA.FCS.UGA.EDU
No. 15389 3 P

HOGAN, M. Ben
Dean of Students
Lycoming College
102 Long Hall
Williamsport, PA 17701
Phone: (717) 321-4039
Fax: (717) 321-4337
No. 10736 2 V

HOGAN, Sean
Exec. Vice Pres-Student Life
Duquesne University
Room 501 Administration Bldg
Pittsburgh, PA 15282
Phone: (412) 434-5069
No. 11606 2 V

HOGAN, Terrence
Assistant Dean of Students
Ohio University
Cutler Hall 212
Athens, OH 45701
Phone: (614) 593-4025
No. 6463 4E P

HOGAN, William J.
Director of Athletics
University of San Francisco
2130 Fulton Street
San Francisco, CA 94117-1080
Phone: (415) 666-6891
No. 21227 6 P

HOGLUND, Susan
Student Activities Assistant
Collin County Community Coll.
2800 E. Spring Creek Parkway
Plano, TX 75074
Phone: (214) 881-5785
Fax: (214) 881-5636
E-mail: ZSSHOGLUND@EXPRESS.CCCCD.EDU
No. 21069 3 P

HOHLE-DUNCAN, Cindy
1531 Kingswood Dr
Hillsborough, CA 94010-7317
Phone: (415) 347-3442
No. 3549 6 S

HOKANSON, Melody K.
Assoc. Dir. of Student Life
University of South Carolina
Russell House/Lower West Wing
Columbia, SC 29208
Phone: (803) 777-6539
Fax: (803) 777-7396
No. 14518 3 P

HOLBROOK, Lina
Director, Residence Life
Virginia Wesleyan College
Wesleyan Drive
Norfolk, VA 23502
Phone: (804) 455-3346
No. 15335 3 P

HOLDRIDGE, Holly
Residence Life Coord.
Princeton University
Pyne Tower Suite Grad College
Princeton, NJ 08544
Phone: (609) 258-6686
No. 17508 2 P

HOLFELDER, Mark A.
Residence Hall Director
Seton Hall University
64 Duffy Hall
South Orange, NJ 07079
Phone: (201) 761-9491
Fax: (201) 761-9182
No. 15245 2 P

HOLLAND, Carolyn M.
Acting Dean for Student Life
Simmons College
300 The Fenway
Boston, MA 02115
Phone: (617) 738-2105
No. 4232 1 A

HOLLAND, Richard E.
Assistant Area Coordinator
University of Delaware
5 Courtney Street
Newark, DE 19711
Phone: (302) 831-2602
E-mail: Richie.Holland@MVS.UDEL.EDU
No. 19724 2 P

HOLLINGSHEAD, Justine R.
Hall Director
Ball State University
Shales Hall
Muncie, IN 47306
Phone: (317) 285-5022
Fax: (317) 285-3743
No. 17267 4E P

HOLLINGSWORTH, Richard A.
Dean of Student Life
Ohio State University
208 Ohio Union, 1739 N High St
Columbus, OH 43210
Phone: (614) 292-6091
No. 10410 4E P

HOLLISTER, Kathy
602 Skyline Drive
Carbondale, IL 62901
Phone: (618) 536-5531
No. 10162 4E P

HOLLMANN, Barbara B.
Dean of Students
University of Montana
Missoula, MT 59812
Phone: (406) 243-5225
Fax: (406) 243-2797
No. 1161 5 V

HOLLOW, Christine
Asst. Dir. of Res. Programs
University of Dayton
300 College Park
Dayton, OH 45409
Phone: (513) 229-3321
No. 21847 4E P

HOLLOWAY, Dale W.
Coord of Student Support Servs
Lewis & Clark College
Portland, OR 97219
Phone: (503) 293-2695
E-mail: holloway@lclark.edu
No. 10301 5 P

HOLM, Jeanne
Assistant VP Student Affairs
University of Washington
Student Affairs PB-10
Seattle, WA 98195
Phone: (206) 543-4913
No. 5522 5 P

HOLMEN, James J.
Doctoral Student
Indiana University
3430 Acadia CT
Bloomington, IN 47401
Phone: (812) 855-8006
Fax: (812) 855-9039
E-mail: jholmen@ucs.indiana.edu
No. 14220 4E S

HOLMES, Harold R.
Dean of Student Services
Wake Forest University
P.O. Box 7202
Winston-Salem, NC 27109
Phone: (910) 759-5226
Fax: (910) 759-4744
No. 1562 3 V

HOLMES, Margie R.
Director of Child Care Center
Kansas City Kansas Comm. Coll.
1902 N. 90th St. #207
Kansas City, KS 66112
Phone: (913) 334-1100
No. 21876 4W P

HOLMES, Terry
Associate Director
San Diego State University
Student Resource Center
San Diego, CA 92182
Phone: (619) 594-5221
No. 1481 6 P

HOLMES, Tyrone
720 Stratford Drive #12
State College, PA 16801
Phone: (814) 867-1393
No. 19218 2 S

HOLTGREIVE, Shaun
Assoc. Director of Housing
Central Michigan University
Bovee University Center
Mt. Pleasant, MI 48859
Phone: (517) 774-3111
No. 6855 4E P

HOLTSCHNEIDER, Dennis
134 Norfolk St
Cambridge, MA 02139
Phone: (617) 492-8051
E-mail: HOLTSCDE@HUGSE1.HARVARD.EDU
No. 19841 1 S

HOLTSHOUSE, Carrie
7565 Chablis Circle
Indianapolis, IN 46278
Phone: (317) 876-9253
No. 20619 4E S

HOLTZ, Steven J.
Dean of Students
Piedmont College
P.O. Box 10
Demorest, GA 30535-0010
Phone: (706) 778-3000
No. 9285 3 V

HOLTZMAN, Donald R.
Director of Student Affairs
Penn State Harrisburg
777 W. Harrisburg Pike
Middletown, PA 17057-4898
Phone: (717) 948-6018
No. 9633 2 P

HOLZBACH, Mary E.
Bowling Green State University
425 Student Services Bldg.
Bowling Green, OH 43403
Phone: (419) 372-2061
No. 20450 4E S

HOMINGA, Louis J.
Grad. Administrative Assoc.
Ohio State University
46 W. Patterson Avenue
Columbus, OH 43202
Phone: (614) 292-2651
E-mail: HOMINGA.1@OSU.EDU
No. 19715 4E S

HONACKI, Patricia L.
Asst. Dean of Students
Texas Tech University
Box 45014, 250 West Hall
Lubbock, TX 79409-5014
Phone: (806) 742-3192
Fax: (806) 742-0138
No. 20376 3 P

HONERKAMP, Frank
Residence Director
Ohio University
South Green Office
Athens, OH 45701
Phone: (614) 597-6182
No. 18738 4E P

HOOD, Albert
Professor
University of Iowa
N 338 Lindquist Center
Iowa City, IA 52242
Phone: (319) 335-5278
No. 7607 4E P

HOOD, Shelia M.
Associate Vice Chancellor
Univ of Colorado-Denver
P.O. Box 173364,Campus Box 146
Denver, CO 80217-3364
Phone: (303) 556-8427
No. 10375 4W V

HOOD, Tom L.
Associate Vice Chancellor
Univ of Wisconsin-LaCrosse
1725 State St., 223 Main Hall
La Crosse, WI 54601
Phone: (608) 785-8833
No. 2143 4E V

HOOVER, Linda
218 Price Street
Blacksburg, VA 24060
Phone: (703) 951-1709
No. 19919 3 S

HOOVER, Richard
VC-Educational&Student Service
Univ of Nebraska-Omaha
60th and Dodge Streets
Omaha, NE 68182
Phone: (402) 554-2779
No. 1925 4W V

HOPKINS, Alberta Pualani
Program Officer, OVPSA
University of Hawaii-Manoa
2425 Campus Rd Sinclair M
Honolulu, HI 96822
Phone: (808) 956-8111
No. 18488 6 P

HOPKINS, Peter
Assoc Provost Student Affairs
University of Waterloo
200 University Ave W/Needles
Waterloo ONT Canada N2L 3G1
Phone: (519) 888-4551
No. 18522 4E P

HOPKINS, Ronnie
1600 W. Plum #19B
Fort Collins, CO 80521
Phone: (303) 495-5646
No. 18891 4W S

HOPP, Susan
19008 S. Mattoon Road
Estacada, OR 97023
Phone: (503) 631-2138
No. 12361 5 A

HOPPE, Frank J.
Residence Hall Director
Western Michigan University
Britton-Hadley Director's Apt.
Kalamazoo, MI 49008
Phone: (616) 387-6601
No. 14915 4E P

HOPPE, Jim
Assoc. Dir. - Residence Life
Saint Louis University
3630 W. Pine
St. Louis, MO 63108
Phone: (314) 658-2811
Fax: (314) 658-3874
E-mail: HOPPEJC@SLUVCA.SLU.EDU
No. 10922 4W P

HOPPENJAN, Carmen
Director-Residential Life
Augustana College
639 - 38th Street
Rock Island, IL 61201-2296
Phone: (309) 794-7568
No. 12792 4E A

HOPPER, Jeannie
Counselor
Walters State Community Coll.
500 S. Davy Crockett Prky
Morristown, TN 37813-6899
Phone: (615) 587-9722
No. 21131 3 P

HOPSON-KING, Joyce
Asst. to the Dean of Students
University of Connecticut
85 Lawler Rd.
West Hartford, CT 06117
Phone: (203) 241-4823
Fax: (203) 241-4875
No. 14219 1 P

HORAN, Deborah J.
Asst. Dir. of Residential Life
Hartwick College
Office of Student Services
Oneonta, NY 13820
Phone: (607) 431-4500
No. 18049 2 A

HORD, Fred L.
Director, Black Studies
Knox College
Knox College #13
Galesburg, IL 61401
Phone: (309) 343-0112
Fax: (309) 343-8921
No. 21821 4E P

HORNE, Pam
Dir-Orientation & Information
University of Michigan
3011 SAB 515 East Jefferson
Ann Arbor, MI 48109-1316
Phone: (313) 764-6290
E-mail: pam.horne@umich.e
No. 7578 4E P

HORTON, Joseph M.
Dean of Students
Saint Anselm College
81 Saint Anselm Drive
Manchester, NH 03102
Phone: (603) 641-7600
No. 114 1 V

HORTON, Ray
RHA Advisor
University of Idaho
Wallace Complex/Housing Srvcs
Moscow, ID 83844-2010
Phone: (208) 885-6571
No. 20299 5 P

HORTON, Scott R.
Dir. of Greek Life
Emory University
Drawer B DUC
Atlanta, GA 30322
Phone: (404) 727-4142
Fax: (404) 727-4774
No. 940030 3 P

HOSSLER, Don
Associate Professor
Indiana University
201 N. Rose Ave. Educ. 4240
Bloomington, IN 47405
Phone: (812) 856-8360
No. 10124 4E P

HOSTETLER, J. Michael
Vice Pres Student Development
Lewis & Clark College
8th Avenue & 6th Street
Lewiston, ID 83501
Phone: (208) 749-2218
Fax: (208) 746-7354
No. 1996 5 V

HOUFF, Susanne M.
Director of Student Affairs
Florida State University
4750 Collegiate Drive
Panama City, FL 32405
Phone: (904) 872-4750
No. 9774 3 P

HOUGHTON, Douglas
Assistant Dean of Students
Iowa State University
210 Student Services Bldg
Ames, IA 50011
Phone: (515) 294-1020
No. 17423 4E P

HOUGHTON, Katherine
Dean of Students
College of Aeronautics
195 Riveredge Road
Tenafly, NJ 07670-1928
Phone: (718) 429-6600
E-mail: KJHOUGTON@cutcv.2
No. 15911 2 A

HOUGHTON, Katherine M.
Dean of Students
Landmark College
Office of Dean of Students
Putney, VT 05346
Phone: (802) 387-4767
No. 16880 1 V

HOUGHTON, Maureen
System Fellow-Student Services
New Hampshire Postsecond. Tech
Route 106, Prescott Hill
Laconia, NH 03246
Phone: (603) 524-3207
No. 11904 1 P

HOULIHAN, Moira A.
Assistant Registrar
Boston College
140 Commonwealth Ave
Chestnut Hill, MA 02167
Phone: (617) 552-4966
Fax: (617) 552-4966
E-mail: houlihmo@bcvms.bc.edu
No. 9474 1 P

HOUSER, Gregory
Vice Provost Student Services
Roosevelt University
430 S Michigan Avenue
Chicago, IL 60605
Phone: (312) 341-3540
No. 142 4E V

HOUSTON, Graham
Director of Student Affairs
Coll of Nurs/Rockhurst College
2300 East Meyer Boulevard
Kansas City, MO 64132
Phone: (816) 276-4730
Fax: (816) 276-3526
No. 20845 4W P

HOUSTON, Joseph H.
VP, Student Development
Millikin University
1184 West Main Street
Decatur, IL 62522
Phone: (217) 424-6395
No. 262 4E V

HOVER, Thomas M.
Dean of Student Life
Utah Valley State College
800 West 1200 South
Orem, UT 84058
Phone: (801) 222-8000
No. 18929 5 P

HOWARD, Bruce
13005 Old Stagecoach Rd. #1520
Laurel, MD 20708
Phone: (301) 405-2677
No. 20810 2 S

HOWARD, Dale S.
Vice President Student Affairs
Walsh University
2020 Easton Street, NW
North Canton, OH 44720-3396
Phone: (216) 499-7090
No. 11507 4E V

HOWARD, Donald C.
Dean of Students
Univ of Massachusetts-Dartmouth
Student Life Office
North Dartmouth, MA 02747
Phone: (508) 999-8644
No. 2695 1 V

HOWARD-HAMILTON, Mary
Assistant Professor
University of Florida
1215 Norman Hall
Gainesville, FL 32611
Phone: (904) 392-0731
No. 7520 3 P

HOWARD-HUISMAN, Elizabeth
Dir. of Residence Life
GMI Engineering & Mgmt. Inst.
1700 W. Third Avenue
Flint, MI 48504
Phone: (313) 762-9743
Fax: (313) 762-7492
No. 21734 4E P

HOWE, George J.
Dir- Student Activities Center
University of Louisville
SAC W301
Louisville, KY 40292
Phone: (502) 852-6691
No. 9338 3 P

HOWE III, Lloyd
Director of Residential Life
SUNY Binghamton
Residential Life Office
Binghamton, NY 13901
Phone: (607) 777-2321
No. 1870 2 P

HOWE, Nanci
Dir. of Student Activities
Stanford University
P.O. Box 6508
Stanford, CA 94309
Phone: (415) 723-3542
Fax: (415) 725-7713
No. 21674 6 P

HOWELL, Douglas E.
Area Dir. for Univ. Housing
University of North Florida
4567 St. Johns Bluff Rd.
Jacksonville, FL 32224
Phone: (904) 646-2636
Fax: (904) 646-2635
No. 21759 3 P

HOWELL, Linda J.
Dean of Students
DeVry Institute of Technology
Regent Boulevard
Irving, TX 75038
Phone: (214) 929-6777
Fax: (214) 929-6778
No. 11797 3 A

HOWELL, Verna
Director of Housing
Clemson University
PO Box 34-4075
Clemson, SC 29634-4075
Phone: (803) 656-2295
No. 14126 3 P

HOWES, Pamela
610 East Pleasant Street
Amherst, MA 01002
Phone: (413) 549-3672
No. 11973 1 A

HOWISON, David L.
Dean of Students
Washington & Lee University
Payne Hall
Lexington, VA 24450
Phone: (703) 463-8751
No. 1580 3 V

HOWLAND, Joyce E.
Dir, Office of Student Affairs
Cal. State Polytechnic Univ.
3801 West Temple/Envrn Design
Pomona, CA 91768-4048
Phone: (714) 869-2670
No. 16854 6 P

HOYT, Bryan H.
Associate Dean of Students
Ambassador College
Big Sandy, TX 75755
Phone: (903) 636-2032
Fax: (903) 636-2009
No. 20491 3 A

HU, Nan
413 Sherman St Apt #1
Albany, NY 12206
Phone: (518) 449-5390
No. 18480 2 S

HUBBARD, Amos B.
Dean of Students
Stillman College
P.O. Box 1430
Tuscaloosa, AL 35403
Phone: (205) 349-4240
No. 5565 3 V

HUBBARD, Barbara
Director of Special Events
New Mexico State University
Box 30001 Dept 3SE
Las Cruces, NM 88003
Phone: (505) 646-4413
No. 720 4W P

HUBBARD, Deborah
Director Student Activities
New Hampshire College
2500 River Road
Manchester, NH 03106-1045
Phone: (603) 645-9608
No. 19009 1 P

HUCKENBECK, Ann L.
Director of Admissions
University of Connecticut
Admissions,28 N.Eagleville RD
Storrs, CT 06269-3088
Phone: (203) 486-3137
Fax: (203) 486-1476
No. 12906 1 P

HUDAK, Kathleen M.
Asst. Dir. of Admissions
Alfred University
26 North Main Street
Alfred, NY 14802
Phone: (607) 871-2141
No. 21981 2 P

HUDSON, Derek
Southeast MO State University
700 Norman Street
Cape Girardeau, MO 63701
No. 20538 4W H

HUDSON, Doug
Assoc. Dean of Univ. Service
Seattle Pacific University
3307 3rd Avenue West
Seattle, WA 98119
Phone: (206) 281-2478
No. 11190 5 P

HUDSON, Patricia E.
Asst. Prof/Program Director
College Student Development
CW Post/Long Island University
Brookville, NY 11548
Phone: (516) 299-2814
No. 20541 2 F

HUDSON, Richard A.
Dean of Students
Florida Institute of Tech
150 W. University Blvd
Melbourne, FL 32901
Phone: (407) 768-8000
Fax: (407) 728-3041
E-mail: HUDSON@ROO.FIT.EDU
No. 18957 3 V

HUDZIKIEWICZ, Mary
Director, Parent Programs
University of Oregon
364 Oregon Hall
Eugene, OR 97403
Phone: (503) 346-1148
No. 18547 5 P

HUEMPFNER, Milo David
Recruiter
University of Hawaii-Manoa
2528 The Mall-Webster 301
Honolulu, HI 96822
Phone: (808) 956-8939
Fax: (808) 956-5977
No. 16055 6 P

HUFF, Betty J.
Director, Enrollment Services
Calif. State Univ. San Marcos
San Marcos, CA 92096-0001
Phone: (619) 752-4809
Fax: (619) 752-4030
E-mail: BETTY_HUFF@CSUSM.EDU
No. 21445 6 P

HUFFMAN, David
Dean for Student Services
University of Indianapolis
1400 E Hanna Avenue
Indianapolis, IN 46227
Phone: (317) 788-3343
No. 1603 4E V

HUFFMAN, Madonna
Director-Student Development
Morehead State University
309 Allie Young Hall
Morehead, KY 40351
Phone: (606) 783-2024
Fax: (606) 783-5005
No. 5458 3 P

HUFFMAN, Terry
156-1 Evergreen Terrace
Carbondale, IL 62901
Phone: (618) 453-7640
No. 18960 4E S

HUFTALIN, Deneece
Salt Lake Community College
4600 S. Redwood Rd Box 30808
Salt Lake City, UT 84130
Phone: (801) 967-4186
No. 14461 5 P

HUGHES, Blanche M.
Director-Black Student Service
Colorado State University
205 Aylesworth Hall
Ft.Collins, CO 80523
Phone: (303) 491-5781
No. 8589 4W P

HUGHES, Kevin
Asst. to Dean of Stud. Affairs
Carnegie Mellon University
5000 Forbes Avenue
Pittsburgh, PA 15213
Phone: (412) 268-2073
No. 17241 2 P

HUGHES, Marvalene
Vice President-Student Affairs
Univ of Minn-Twin Cities
100 Church St SE,RM 110 Morril
Minneapolis, MN 55455
Phone: (612) 624-3533
No. 4178 4E V

HUGHES, Rachel E.
Resident Director (Grad. Stu.)
Texas A&M University
P.O. Box 1097
College Station, TX 77841
Phone: (409) 847-0658
No. 21068 3 S

HUGHES, Rees
Dir, Student Activities
Humboldt State University
214 Nelson Hall East
Arcata, CA 95521
Phone: (707) 826-3361
Fax: (707) 826-5697
E-mail: hughes@hsuseq.humboldt.edu
No. 416 6 P

HUGHES, Robert
Director of Housing
University of Michigan
1500 Student Activities Bldg
Ann Arbor, MI 48109-1316
Phone: (313) 764-7401
No. 4508 4E P

HULA, Harold L.
Associate Dean
Washburn University
1412 SW Jewell Ave
Topeka, KS 66604-2733
Phone: (913) 231-1010
No. 13019 4W P

HULICK, Paula
Director of Housing
Murray State University
Housing Office
Murray, KY 42071
Phone: (502) 762-2310
Fax: (502) 762-3578
E-mail: A32022F@MSMUSIC.BITNET
No. 16018 3 P

HULME, Eileen
Interim VP for Student Serv.
Univ of Houston-Clear Lake
2700 Bay Area Blvd
Houston, TX 77058
Phone: (713) 283-3000
No. 2193 3 V

HUMMEL, Kristin D.
Residence Hall Director
Seton Hall University
64 Duffy Hall/400 S Orange Ave
South Orange, NJ 07079
Phone: (201) 761-9609
No. 15614 2 P

HUMMEL, Mary L.
Director, 21st Century Program
University of Michigan
1503 Washington Heights
Ann Arbor, MI 48109
Phone: (313) 764-1154
No. 19006 4E P

HUMPHREY, Jeff M.
403 Belling Street
Falls Church, VA 22046
No. 10630 3 A

HUMPHREY, John
Director of Student Services
New Hampshire Tech. Institute
11 Institute Drive
Concord, NH 03301
Phone: (603) 271-2423
No. 15371 1 P

HUMPHREYS, Henry J.
Director of Residence Life
Fairfield University
Residence Life
Fairfield, CT 06430
Phone: (203) 254-4215
Fax: (203) 254-4107
No. 21611 1 P

HUMPHRIES, Anne R.
Assoc. Dir. Res. Life
DePauw University
Office of Student Affairs
Greencastle, IN 46135
Phone: (317) 658-4285
No. 17250 4E P

HUNDRIESER, Jim
Assistant Dean of Students
Lynn University
3601 N. Military Trail
Boca Raton, FL 33431
Phone: (407) 994-0770
No. 11643 3 P

HUNT, Valerie F.
Director of Recruitment
Pacific Oaks College
PO Box 91865
Pasadena, CA 91109
Phone: (818) 397-1325
Fax: (818) 577-6144
No. 20160 6 P

HUNTER, Deborah
Associate Professor
University of Vermont
228 Waterman Building
Burlington, VT 05405
Phone: (802) 656-2030
Fax: (802) 656-8429
E-mail: D_Hunter@UVMVAX.UVM.EDU
No. 6906 1 P

HUNTER, J. Drew
Executive Director
BACCHUS
P.O. Box 100430
Denver, CO 80250-0340
Phone: (303) 871-3068
E-mail: dhunter@diana.cair.du.edu
No. 11153 4W SMN

HUNTER, Mariann A.
Residence Director
Plymouth State College
Pemi Hall Rd. Apt.
Plymouth, NH 03264
Phone: (603) 535-2352
Fax: (603) 535-2726
No. 20635 1 P

HURD, James R.
Director, Student Affairs
University of West Florida
11000 University Parkway
Pensacola, FL 32514
Phone: (904) 474-2406
No. 21125 3 P

HURD, Jill
Asst Dir of Housing
U of California-Santa Barbara
TB335, Office of Res Life
Santa Barbara, CA 93106
Phone: (805) 893-4782
No. 15378 6 P

HURLEY, Hank
Director Student Development
Austin Community College
11928 Stonehollow Dr
Austin, TX 78758-3190
Phone: (512) 832-4721
No. 21196 3 P

HURLEY, Laura
Director of Student Activities
Mount Saint Mary College
330 Powell Avenue
Newburgh, NY 12550
Phone: (914) 569-3112
E-mail: hurley@studevl.msmc.edu
No. 20853 2 P

HURLEY, Terry L.
University of Rhode Island
Room 210 Memorial Union
Kingston, RI 02881
Phone: (401) 792-2726
No. 20981 1 S

HURRIN, Jeffrey W.
Dir. of Residence Life
The College at New Paltz
New Paltz, NY 12561-2499
Phone: (914) 257-4444
Fax: (914) 257-4532
No. 21444 2 P

HURST, James C.
V. P. for Student Affairs
University of Wyoming
P.O. Box 3066/318 Old Main
Laramie, WY 82071-3066
Phone: (307) 766-5123
Fax: (307) 766-2271
E-mail: JHURST@UWYO.EDU
No. 5407 4W V

HURTER, Ticia Behle
Coord, Disabled Student Srvcs
Texas Women's University
PO Box 22305
Denton, TX 76204
Phone: (817) 898-3628
No. 18653 3 P

HUSKEY, Isabel B.
Dir./Stu. Support & Assessment
Holyoke Community College
303 Homestead Avenue
Holyoke, MA 01040
Phone: (413) 538-7000
No. 21691 1 A

HUSS, Robert
Director of Residential Life
Oklahoma State University
Iba Hall
Stillwater, OK 74078
Phone: (405) 744-5592
Fax: (405) 744-6865
E-mail: bhuss@vml.ucc.okstate.edu
No. 20925 4W P

HUSSAIN, Syed Masroor
Resident Director
Univ. of Illinois - Chicago
1933 W. Polk M/C 579
Chicago, IL 60612
Phone: (312) 413-5403
Fax: (312) 413-5316
No. 21303 4E P

HUTCHERSON, Jo
Asst. Dean of Students
Texas Tech University
P.O. Box 45014
Lubbock, TX 79409
Phone: (806) 742-2192
No. 21335 3 P

HUTCHINSON, Craig
Associate Director
University of Southern Maine
Office of Student Life
Gorham, ME 04038
Phone: (207) 780-5249
Fax: (207) 780-5304
No. 15321 1 P

HUTCHISON, Laurey E.
PO Box 1605
San Marcos, TX 78667-1605
Phone: (512) 245-3705
No. 17428 3 A

HUTCHISON, Michael
620 Firedale
El Paso, TX 79912
Phone: (915) 533-2674
No. 20498 3 S

HUTCHISON, Robert N.
P.O. Box 6896
Mississippi State, MS 39762
Phone: (817) 757-2667
No. 20641 3 S

HUTMAKER, Michael A.
Fraternity Resident Hall Dir.
Clemson University
P.O. Box 9509
Clemson, SC 29632
Phone: (803) 858-6890
No. 20589 3 S

HYAMS, JR., H.M.
Vice President-Student Affairs
North Georgia College
Student Affairs Office
Dahlonega, GA 30597
Phone: (706) 864-1818
No. 1963 3 V

HYDER, Les
Exec Dir - Student Media Co.
Southern Methodist University
Box 456-SMU Station
Dallas, TX 75275-0456
Phone: (214) 768-4548
No. 9599 3 P

HYMAN, Georgette E.
101 Spring Street
Cheshire, CT 06410
Phone: (203) 241-4643
No. 17776 1 S

HYMAN, Randy E.
Assoc VP of Student Affairs
Ball State University
Administration 206
Muncie, IN 47306
Phone: (317) 285-3734
E-mail: OOREHYMAN@BSUVAXI
No. 3399 4E P

HYNES, Robert
Director, Residence Services
Ohio University
045 Chubb Hall
Athens, OH 45701
Phone: (614) 593-4094
No. 19492 4E P

I

IACCARINO, Gregory
PO Box 1795
Terre Haute, IN 47808-1795
Phone: (812) 232-3406
E-mail: egiacc@indsvax1.indstate.edu
No. 18961 4E S

IANNOTTA, Michael J.
Resident Director
William Paterson College
300 Pompton Road
Wayne, NJ 07470
Phone: (201) 595-2381
No. 15906 2 P

IANNUZZI, Anna
Hall Advisor
University of Vermont
Res Life/Robinson Hall
Burlington, VT 05405
Phone: (802) 656-4209
No. 18922 1 S

IANTORNO, Al
Dir./Off. of Campus Activities
Central Missouri State Univ
Union Room 217
Warrensburg, MO 64093
Phone: (816) 543-4007
No. 10372 4W P

IDETA, Lori M.
Research Assistant
45-532 Alokahi Place
Kaneohe, HI 96744
Phone: (808) 956-7843
E-mail: ideta@uhunix.uhcc.hawaii.edu
No. 15920 6 S

IDYLL, Janice L.
6204-A Redins Drive
Alexandria, VA 22310
Phone: (202) 885-3444
Fax: (202) 885-3453
E-mail: JIDYLL@AMERICAN.EDU
No. 18921 3 S

IGLINSKY, Clyde
Asst. Professor of Education
University of Arkansas
230 Graduate Education Bldg.
Fayetteville, AR 72701
Phone: (501) 575-7549
No. 20487 4W P

IGNELZI, Michael G.
105 Eastwood Terrace
Ithaca, NY 14850
Phone: (607) 277-2909
No. 1035 2 S

ILLUZZI, Michael C.
Executive Director
Chi Psi Educational Trust
1705 Washtenaw Avenue
Ann Arbor, MI 48104
Phone: (313) 663-9302
No. 20954 4E SMN

IMANYARA, Naela
Graduate Services Assistant
Univ. of Louisville - SAC W301
Student Activities Ctr. Admin.
Louisville, KY 40292
Phone: (502) 852-6691
No. 20489 3 S

IMHOFF, Robert
Vice President-Student Affairs
Belhaven College
1500 Peachtree Street
Jackson, MS 39302
Phone: (601) 968-5932
No. 7914 3 A

INFANZON, Vanessa
8927 Glencroft Road
Charlotte, NC 28227
Phone: (704) 545-6868
E-mail: VANESSA_INFANZON@UMBCADMIN
No. 18897 3 S

INGRAHAM, Hollie L.
Director-Student Life
University of Maine-Farmington
South Street
Farmington, ME 04938
Phone: (207) 778-7351
Fax: (207) 778-7328
E-mail: HOLLY@MAINE.EDU
No. 10064 1 P

INGRAM, Catherine
Dir., Student Activities
College of Mt. St. Vincent
6301 Riverdale Ave
Riverdale, NY 10471
Phone: (718) 405-3225
Fax: (718) 601-6392
No. 11652 2 P

INMAN, David A.
Director of Student Activities
Brown University
P.O. Box 1930
Providence, RI 02912
Phone: (401) 863-2341
No. 818 1 P

INTROCASO, Candace
1516 W. 8th St. Apt 112
Upland, CA 91786
Phone: (714) 931-0699
No. 14904 6 S

IOVACCHINI, Eric
Vice Chancellor-Student Affrs.
U of No. Carolina-Asheville
University Heights
Asheville, NC 28804
Phone: (704) 251-6474
E-mail: UAV@UNCA.EDU
No. 269 3 V

IPPOLITO, Patrick J.
Vice President-Student Affairs
Kean College of New Jersey
Morris Avenue
Union, NJ 07083
Phone: (908) 527-2190
No. 2577 2 V

IRISH, Lynda
Coordinator, Cooperative Ed
Lewis - Clark State College
500 8th Avenue
Lewiston, ID 83501-2698
Phone: (208) 799-2486
Fax: (208) 799-2298
No. 18998 5 P

IRISH, Stephen B.
Evermann Apartments #449
Bloomington, IN 47406
Phone: (217) 244-2300
E-mail: SIRISH@INDIANA.EDU
No. 15645 4E S

IRIZARRY, Audrey H.
2353 Mission Rd. #I-5
Tallahassee, FL 32304
Phone: (904) 574-8165
No. 21425 3 S

IRVINS, Bobbie A.
Vice Chancelor-Student Affairs
Univ of Arkansas-Pinebluff
1200 North University Drive
Pine Bluff, AR 71601
Phone: (501) 543-8503
No. 2462 4W V

IRWIN, Laura Elena
Asst. Dir. of Resident Life
Cabrini College
610 King of Prussia Road
Radnor, PA 19087
Phone: (215) 971-8458
No. 17640 2 P

IRWIN, Michael
Director, Test Office
San Diego State University
Test Office
San Diego, CA 92182
Phone: (619) 229-2451
No. 10310 6 P

ISELY, Ann T.
Asst Dir for Residence Life
La Salle University
Box 819, 1900 W. Olney Ave
Philadelphia, PA 19141-1199
Phone: (215) 951-1550
E-mail: isely@lasalle.edu
No. 18071 2 P

ISHIGURO, Linda S.
Residential Life Coordinator
Estern Washington University
PO Box 82
Cheney, WA 99004-0082
Phone: (509) 359-6530
No. 18640 5 A

ISOTOV, Tatiana
GTF - Student Health Center
University of Oregon
2253 Augusta
Eugene, OR 97403
Phone: (503) 686-2617
No. 21905 5 S

ITO, Ann
Director
University Hawaii-Manoa
2444 Dole st, BA 13, Rm5
Honolulu, HI 96822
Phone: (808) 956-7511
No. 20313 6 P

ITZKOWITZ, Stuart G.
University Counselor III
1114 Nottingham Rd
Grosse Pointe Park, MI 48230-1340
Phone: (313) 577-1605
E-mail: SITZKOW@CMS.CC.WAYNE.EDU
No. 15918 4E P

IVERSON, Diane J.
Director, Student Services
University Wisconsin Stout
206 Bowman Hall
Menomonie, WI 54751
Phone: (715) 232-2995
No. 20183 4E P

IVESTER, Stephen
Asst. Dir. of Stu. Activities
Palm Beach Atlantic College
901 S. Flagler Dr/P.O. 24708
West Palm Beach, FL 33416
Phone: (407) 650-7722
Fax: (407) 650-4342
No. 21797 3 A

J

JABLONSKI, Margaret A.
Assoc Dean, Student Affairs
Massachusetts Institute of Technology
W20-549
Cambridge, MA 02174
Phone: (617) 253-6777
Fax: (617) 253-8391
E-mail: mjab@mit.edu
No. 12967 1 P

JACKS, Almeda R.
Vice President Student Affairs
Clemson University
202 Sikes Hall, Box 344001
Clemson, SC 29634-4001
Phone: (803) 656-2161
Fax: (803) 656-0489
E-mail: almeda_rogers-jacks@quickmail.clems
No. 201 3 V

JACKS, Richard
Director of Counseling
Whitman College
Memorial 114
Walla Walla, WA 99362
Phone: (509) 527-5195
No. 6515 5 P

JACKSON, Anne
Dean of Students
MacMurray College
447 East College
Jacksonville, IL 62650
Phone: (217) 479-7123
No. 21540 4E A

JACKSON, Arthur R.
Assoc Dean Student Affairs
Eastern Connecticut State Univ
83 Windham St
Willimantic, CT 06226
Phone: (203) 465-5282
Fax: (203) 456-5735
E-mail: jackson@ecsy.ctstate.edu
No. 14683 1 P

JACKSON, Brenda
Vice President-Student Affairs
Fairleigh Dickinson University
285 Madison Avenue
Madison, NJ 07940
Phone: (201) 593-8935
No. 2539 2 V

JACKSON, Carol
Dean of Students
College of Staten Island
2800 Victory Boulevard
Staten Island, NY 10314
Phone: (718) 390-7630
No. 19089 2 P

JACKSON, Carol H.
Asst. Director of Housing
Univ. of South Alabama
Department of Housing
Mobile, AL 36688
Phone: (205) 460-6315
No. 21872 3 P

JACKSON, Craig E.
Assistant Dean of Students
Univ of IL- 610 East John St.
2 Turner Student Services Bldg
Champaign, IL 61820-5717
Phone: (217) 333-7062
Fax: (217) 333-9615
No. 14565 4E P

JACKSON, Edison O.
President
Medgar Evers College
1650 Bedford Avenue
Brooklyn, NY 11225
Phone: (718) 270-5000
No. 7406 2 A

JACKSON, G. Smith
Dean of Students
Elon College
Elon College, NC 27244
Phone: (910) 584-2219
E-mail: JACKSONS@VAX1.ELON.EDU
No. 12907 3 P

JACKSON III, George E.
Dir. Multi-Cultural Programs
Messiah College
Student Life Office
Grantham, PA 17027
Phone: (717) 691-6041
No. 9520 2 P

JACKSON, Julie Filip
Asst. to the Vice Chancellor
Univ. of IL - Urbana/Champaign
120 Swanlund Bldg/601 E John
Champaign, IL 61820
Phone: (217) 333-1300
Fax: (217) 244-6623
No. 21356 4E P

JACKSON, Mary
So. IL Univ. at Edwardsville
500 Phillipena Street
Edwardsville, IL 62025
No. 20529 4E H

JACKSON, Michael L.
Dean of Students
Stanford University
323 Old Union
Stanford, CA 94305
Phone: (415) 723-2733
Fax: (415) 725-6227
E-mail: CI.MLJ@Forsythe.Stanford.edu
No. 10540 6 P

JACKSON, Michael W.
Asst to Vice President
Northeastern State University
600 N. Grand Avenue
Tahlequah, OK 74464
Phone: (918) 456-5511
Fax: (918) 458-2061
E-mail: jacksonm@cherokee.nsuok.edu
No. 11755 4W S

JACKSON, Pamela Dawn
Residence Hall Director
Northern Illinois University
202 D Grant North
DeKalb, IL 60115
Phone: (815) 753-1966
No. 20213 4E P

JACKSON, Sandra F.
Appalachian State University
Box 7014
Boone, NC 28608
Phone: (704) 297-1530
No. 18843 3 S

JACKSON, Terri Renee
Coord., Minority Serv. Center
Sangamon State University
Building F-46
Springfield, IL 62794-9243
Phone: (217) 786-6333
No. 15337 4E P

JACKSON, JR., Tom
Director Student Activities
Univ of Texas-El Paso
203 Union East
El Paso, TX 79968-0630
Phone: (915) 747-5670
No. 11757 3 A

JACOBS, Deborah I.
7615 Applecross Lane
Dallas, TX 75248-2317
Phone: (412) 357-2235
No. 18676 3 S

JACOBS, Jeffrey D.
Activities Programming Intern
Indiana University of PA
526 Oak Street
Indiana, PA 15701
Phone: (412) 463-6429
No. 20847 2 S

JACOBS, Kimberly H.
729 Oakwood Dr
Round Lake, IL 60073-1647
Phone: (312) 413-5070
No. 18084 4E P

JACOBS, Pam
6960 N. Loop 1604 W
San Antonio, TX 78249-1130
Phone: (210) 829-6034
No. 18380 3 P

JACOBSON, Steve
Residence Director
Plymouth State College
Dir. Apt., Grafton Hall, PSC
Plymouth, NH 03264
Phone: (603) 535-2606
No. 19084 1 P

JACOBY, Barbara
Director of Commuter Affairs
Univ of Maryland-College Park
1195 Stamp Student Union
College Park, MD 20742
Phone: (301) 314-5274
Fax: (301) 314-9874
E-mail: bjacoby@umdacc.umd.edu
No. 877 2 P

JAEHNE, Christian G.
Resident Director
University of Washington
1101 NE Campus Parkway
Seattle, WA 98105
Phone: (206) 543-0104
No. 14862 5 S

JAHR, Paul K.
Director-Residence Life Office
Georgia College
CPO Box 60
Milledgeville, GA 31061
Phone: (912) 453-5160
Fax: (912) 453-1935
E-mail: pjahr@mail.gac.peachnet.edu
No. 7618 3 P

JAHRLING, Olimpia
Dean Student Services
College of Insurance
101 Murray St
New York, NY 10007
Phone: (212) 815-9228
No. 574 2 V

JAKOBSEN, Carolyn E.
Asst Dir of Housing/Res. Ed.
University of Nebraska-Lincoln
1102 Seaton Hall
Lincoln, NE 68588-0622
Phone: (402) 472-3872
No. 20927 4W P

JAKOBY, Heidi
Dir Leadership & Comm Programs
Rivier College
420 South Main Street
Nashua, NH 03060
Phone: (603) 888-1311
No. 15170 1 P

JAMES, Beverly Hite
Program Assistant III
University of Louisville
SAC W301
Louisville, KY 40292
Phone: (502) 852-6691
No. 9357 3 P

JAMES, Clyde
Manager, University Ctr Svcs
Morehead State University
UPO Box 808
Morehead, KY 40351-1689
Phone: (606) 783-2809
No. 1862 3 P

JAMES, Dale W.
Vice President Student Affairs
Mass. College of Pharmacy
179 Longwood Ave
Boston, MA 02115
Phone: (617) 732-2929
No. 15471 1 A

JAMES, Leonard E.
VC for Student Affairs
Indiana University-South Bend
P.O. Box 7111
South Bend, IN 46634
Phone: (219) 237-4212
No. 1985 4E V

JAMES, Philip A.
Director of Residence Life
Miami University
227 Warfield Hall
Oxford, OH 45056-9201
Phone: (513) 529-4000
No. 12871 4E P

JAMISON, Alton L.
Dir, Univ. Learning Center
Univ of Colorado-Colo. Springs
60 Ponderosa Dr
Woodland Park, CO 80863-8400
Phone: (719) 593-3650
No. 10888 4W P

JANES, Brian
Director of Residence Life
Rhode Island School of Design
Residence Life Office
Providence, RI 02903
Phone: (401) 331-3511
No. 7206 1 P

JANIAK, Julie Ann
Earlham College
Drawer 22
Richmond, IN 47374
Phone: (812) 237-7654
No. 18297 4E S

JANIK, Ellen J.
9781 Forge Drive
Brecksville, OH 44141
Phone: (216) 526-9368
No. 20836 4E S

JANISZ, Michelle
Assistant Director
Ferris State University
1420 Knollview Dr.S. Commons
Big Rapids, MI 49307-2289
Phone: (616) 592-5956
No. 20082 4E P

JANNERS, Martha Y.
Dean of Student Affairs
Michigan Technological Univ
1400 Townsend Drive
Houghton, MI 49931-1295
Phone: (906) 487-2465
E-mail: MYJANNER@MTU.EDU
No. 1457 4E V

JANOSIK, Christopher
Assistant to Vice President
Villanova University
Office of Student Affairs
Villanova, PA 19085
Phone: (215) 645-4550
No. 3414 2 P

JANOSIK, Steven M.
1106 Mourning Dove Drive
Blacksburg, VA 24061
Phone: (703) 231-3789
No. 7730 3 A

JANSER, Eileen M.
24 Farm View Road
Monroe, CT 06468
Phone: (203) 268-1285
No. 20072 1 S

JANSKY, Linda M.
VP for Student Development
Rivier College
420 S. Main Street
Nashua, NH 03060
Phone: (603) 888-1311
Fax: (603) 888-7447
No. 3415 1 V

JANSON, Jolly J.
Grad. Asst. Greek Affairs
1940 Courtland Drive
Kent, OH 44240-4612
Phone: (216) 672-2480
Fax: (216) 672-2052
No. 17987 4E S

JARMAN, Ray
Asst. Professor/Extension Spec.
University of Hawaii
1221-D Maunawili Road
Kailua, HI 96734
Phone: (808) 956-2259
No. 21027 6 P

JASEK, Michael Dan
314 - B Manuel Drive
College Station, TX 77840
Phone: (409) 693-6355
Fax: (409) 862-1026
No. 21422 3 S

JASON, Julie
Custom Service Manager
DeVry Institute of Technology
One Tower Lane
Oakbrook Terrace, IL 60181
Phone: (312) 328-8100
No. 7769 4E P

JASPER, Nedra A.
Dir. of Stu. & Volunteer Act.
Xavier University of LA
7325 Palmetto St., Box 29A
New Orleans, LA 70125
Phone: (504) 483-7357
Fax: (504) 488-1662
No. 18374 3 P

JAVINAR, Jan Minoru
Associate Director
University of Hawaii-Manoa
2465 Campus Rd CC208
Honolulu, HI 96822
Phone: (808) 956-8178
Fax: (808) 956-4810
No. 17224 6 P

JAYMES, Justin Tyler
RR 2 Box 96C
Cochranton, PA 16314-8802
Phone: (216) 384-8484
No. 17026 2 S

JEANOTTE, Leigh D.
Asst to Vice President
University of North Dakota
Box 8274
Grand Forks, ND 58202
Phone: (701) 777-4291
No. 20266 4W P

JEFFERSON, Robert
Asst Dean Student Development
CUNY Brooklyn College
2900 Bedford Avenue
Brooklyn, NY 11210
Phone: (718) 951-5842
No. 7407 2 A

JEFFERY, John A.
Asst. Hall Coordinator
The University of Iowa
4127 Burge Hall
Iowa City, IA 52242
Phone: (319) 353-1371
No. 21306 4E S

JEFFRIES, Beatrice
Director, Student Services
Xavier University of Louisiana
7325 Palmetto St.
New Orleans, LA 70125
Phone: (504) 483-7357
No. 5639 3 V

JEGHELIAN, Alice
Dir.- Human Resource Develop
Boston College
McGuinn Hall
Chestnut Hill, MA 02167
Phone: (617) 552-3338
No. 2155 1 P

JELKE, Thomas B.
IFC/Panhellenic Advisor
Florida State University
A-301 Union
Tallahassee, FL 32306-4003
Phone: (904) 644-3840
Fax: (904) 644-8940
E-mail: THOMAS@NWFSLN06.MAIL.UFL.EDU
No. 17810 3 P

JENKINS, Earl H.
Assoc Dean Student Development
Coppin State College
2500 W. North Avenue
Baltimore, MD 21216-3698
Phone: (410) 383-5840
No. 12685 2 A

JENKINS, J. Barry
Dean of Student Affairs
Mercer University
Division of Student Life
Macon, GA 31207
Phone: (912) 744-2685
Fax: (912) 752-2187
No. 8457 3 V

JENKINS, Richard R.
Vice President Student Affairs
Minot State University
500 University Ave West
Minot, ND 58701
Phone: (701) 857-3364
No. 21099 4W A

JENKINS, Timothy S.
Associate Dean
Waynesburg College
P.O. Box 965
Waynesburg, PA 15370
Phone: (412) 852-3272
No. 9423 2 A

JENNINGS, John Daniel
Doctoral Candidate
Stanford University
119B Kellogg Avenue
Palo Alto, CA 94301
Phone: (415) 325-6918
E-mail: jdanielj@leland.stanford.edu
No. 11905 6 S

JENNINGS, M.P.
Assoc. Dean for Res. Life
Dickinson College
P.O. Box 1773
Carlisle, PA 17013
Phone: (812) 857-8163
E-mail: mpjennin@ucs.indiana.edu
No. 15177 2 S

JENNINGS, Tom
8 Morrison Dr
Lexington, VA 24450-2211
Phone: (804) 924-3880
E-mail: TJENNINGS@adsys.u
No. 14773 3 P

JENSVOLD, Dale L.
Director Career Development
Northwest College
231 West 6th Street
Powell, WY 82435
Phone: (307) 754-6661
No. 9679 4W P

JERGINS, Russell E.
Dean of Students
Tarleton State University
Box T-1059
Stephenville, TX 76402
Phone: (817) 968-9081
Fax: (817) 968-9680
No. 14171 3 P

JEROME, Michelle
Grad. Asst/Women's Stu Svs.
University of South Carolina
P.O. Box 85128
Columbia, SC 29208
Phone: (803) 777-5780
Fax: (803) 777-7396
E-mail: T230683@UNIVSCVM.CSD.SCAROLINA.EDU
No. 21508 3 S

JESSEL, Liora
25895 Marguerite Pkwy. #203
Mission Viejo, CA 92692
Phone: (310) 476-9777
Fax: (714) 380-8479
No. 19967 6 S

JETTE, Steven
Resident Assistant
Rhode Island College
J-98 Weber Hall
Providence, RI 02908
Phone: (401) 456-8088
No. 21286 1 S

JOHN, Barbara B.
Assoc Dean of Ed Services
Franklin & Marshall College
Box 3003
Lancaster, PA 17604 3003
Phone: (717) 291-4156
No. 6523 2 P

JOHNSON, Alex
Provost/Vice President
Cuyahoga Community College
2900 Community College Avenue
Cleveland, OH 44115
Phone: (216) 987-4034
No. 20184 4E A

JOHNSON, Andrew P.
Assistant Director Programming
University of Hawaii
2445 Campus Rd #101
Honolulu, HI 96822
Phone: (808) 956-5177
No. 19448 6 P

JOHNSON, Carol V.
VP and Dean of Students
St Olaf College
Dean of Students Office
Northfield, MN 55057
Phone: (507) 663-3023
No. 1024 4E V

JOHNSON, Craig S.
Asst. Dir. of Residence Life
Henderson State University
Box 7533
Arkadelphia, AR 71999-0001
Phone: (501) 246-3171
No. 12437 4W P

JOHNSON, Cranford
Dean of Student Affairs
No. Carolina School of Arts
P.O. Box 12189
Winston-Salem, NC 27117
Phone: (919) 770-3274
No. 6211 3 V

JOHNSON, Cynthia S.
Professor
Cal State Univ-Long Beach
Dept of Ed Psychology & Admin.
Long Beach, CA 90742
Phone: (310) 985-7632
No. 5774 6 P

JOHNSON, David
Dir of Records & Registration
Miami University
4200 East University Boulevard
Middletown, OH 45042-3497
Phone: (606) 344-3326
No. 11720 4E P

JOHNSON, David E.
Associate Director Housing
Cal Polytech State University
3801 W Temple Ave , Bldg 59
Pomona, CA 91768-4061
Phone: (909) 869-3305
Fax: (909) 869-3985
E-mail: DEJOHNSON@CSUPomona.EDU
No. 788 6 P

JOHNSON, Diane E.
Student Services Represent.
New England Institute of Tech
2500 Post Road
Warwick, RI 02886
Phone: (401) 739-5000
No. 20172 1 A

JOHNSON, Gregory B.
Director of Admissions
St. Francis College
180 Remsen Street
Brooklyn, NY 11201
Phone: (718) 522-2300
No. 21144 2 P

JOHNSON, Gwendolyn
Asst Dean Student Affairs
Case Western Reserve Univ
10900 Euclid Avenue
Cleveland, OH 44106-7060
Phone: (216) 368-2020
Fax: (216) 368-6957
E-mail: ggj@po.cwru.edu
No. 4572 4E P

JOHNSON, Henry
Senior Consultant
Univ. of Michigan-Ann Arbor
1250 Westport Road
Ann Arbor, MI 48103
Phone: (313) 764-4506
No. 19205 4E P

JOHNSON, Henry Eugene
Assistant Dean of Students
University of Puget Sound
1500 North Warner
Tacoma, WA 98416-0662
Phone: (206) 756-3360
Fax: (206) 756-3500
No. 14215 5 P

JOHNSON, James M.
4513 Manhattan College Parkway
Riverdale, NY 10471
Phone: (718) 920-0240
No. 18686 2 P

JOHNSON, James R.
Mgr. of Student Apartments
Texas Lutheran College
1000 W. Court
Seguin, TX 78155
Phone: (210) 372-8081
Fax: (210) 372-8096
No. 21517 3 A

JOHNSON, Jane
Dean, Stu. Development & Svs.
Richland Community College
One College Park
Decatur, IL 62521
Phone: (217) 875-7200
No. 21962 4E A

JOHNSON, Janet R.
Asst Dir- Resident Education
East Carolina University
100-A Fletcher Residence Hall
Greenville, NC 27858-4353
Phone: (919) 757-6100
No. 7431 3 P

JOHNSON, Jeanne
Director Residence
Viterbo College
815 South 9th St
La Crosse, WI 54601
Phone: (608) 791-0452
No. 20252 4E P

JOHNSON, Jill Flanery
Dir. Stu. & Staff Development
Butler University
4600 Sunset Ave
Indianapolis, IN 46208
Phone: (317) 283-9366
No. 17462 4E P

JOHNSON, Joel D.
Asst. Residence Hall Director
Western Illinois University
P.O. Box 6066
Macomb, IL 61455
Phone: (309) 298-3090
No. 21673 4E S

JOHNSON, Kline W.
Vice Pres. Student Affairs
Troy State Univ.-Montgomery
P.O. Drawer 4419
Montgomery, AL 36103-4419
Phone: (205) 241-9533
Fax: (205) 241-9505
No. 21649 3 V

JOHNSON, Levester
Asst Dean
Butler University
4600 Sunset Ave
Indianapolis, IN 46208
Phone: (317) 283-9570
No. 8733 4E P

JOHNSON, Lisa M.
Assistant Dean
Univ of Massachusetts-Lowell
One University Ave
Lowell, MA 01854
Phone: (508) 934-3840
No. 11796 1 A

JOHNSON, Marie L.
Dean-Student Academic Services
The Fielding Institute
2112 Santa Barbara Street
Santa Barbara, CA 93105-3544
Phone: (805) 687-1099
No. 20676 6 A

JOHNSON, Mark A.
Asst. Dir. of Student Affairs
University of South Florida
5700 N. Tamiami Trail
Sarasota, FL 34243
Phone: (813) 359-4259
No. 17731 3 P

JOHNSON, Mary E.
Dean of Students
Embry-Riddle Aeronautical Univ
3200 North Willow Creek Rd
Prescott, AZ 86301
Phone: (602) 776-3770
No. 7183 6 P

JOHNSON, McMillan
Vice President-Student Affairs
Roanoke College
221 College Lane
Salem, VA 24153
Phone: (703) 389-2351
No. 2666 3 V

JOHNSON, Melissa
University of Arizona
6958 N. Northpoint Drive
Tucson, AZ 85741
Phone: (602) 626-6719
No. 21536 6 S

JOHNSON, Naomi T.
Assoc. Dean of Students
U of California-Santa Barbara
Santa Barbara, CA 93106
Phone: (805) 893-4569
E-mail: APC1NTJ@UCSBVM.UCSB.EDU
No. 3428 6 P

JOHNSON, Parker C.
Dean of Intercultural Advance.
Gettysburg College
Box 2448; 239 N Washington St.
Gettysburg, PA 17325
Phone: (717) 337-6311
No. 18593 2 P

JOHNSON, R. Scott
6331 E. Valle Di Cadore
Tucson, AZ 85715-6348
Phone: (602) 529-2557
No. 9702 6 S

JOHNSON, Richard A.
Asst to VP Student Affairs
University of Vermont
41 South Prospect Street
Burlington, VT 05405
Phone: (802) 656-8191
E-mail: rjohnson@moose.uvm.edu
No. 16036 1 S

JOHNSON, JR., Samuel
Vice President/Student Develop
Baruch College
17 Lexington Avenue
New York, NY 10010
Phone: (212) 447-3500
No. 2516 2 V

JOHNSON, Sandra S.
Associate Dean of Student Life
Barnard College
3009 Broadway 109 Sulzberger
New York, NY 10027
Phone: (212) 854-7500
Fax: (212) 854-3606
E-mail: SJohnson@Barnard.columbia.edu
No. 9518 2 P

JOHNSON, Sharon L.
VP for Student Affairs & Dean
Slippery Rock University
302 Old Main, SRU
Slippery Rock, PA 16057
Phone: (412) 738-2003
Fax: (412) 738-2169
E-mail: slj@v.sru.edu
No. 437 2 V

JOHNSON, Spencer
Assoc. Dir./Student Affairs
Arizona State Univ. West
4701 W. Thunderbird Road
Phoenix, AZ 85069-7100
Phone: (602) 543-8118
Fax: (602) 543-8172
No. 20902 6 P

JOHNSON, Susan Bramlett
Graduate Assistant
Appalachian State University
ASU Box 14416
Boone, NC 28608
Phone: (704) 262-3967
No. 21651 3 S

JOHNSON, Wendell N.
Dean of Students, RADM
Boston University
775 Commonwealth Ave
Boston, MA 02215
Phone: (617) 353-4126
No. 1633 1 V

JOHNSTON, Bruce
Dean of Students
Lyon College
2300 Highland
Batesville, AR 72581
Phone: (501) 698-4247
No. 9327 4W V

JOLLEY, Craig A.
Grad. Asst. Dept. of Res. Life
Michigan State University
132 East Akers: MSU
East Lansing, MI 48825
Phone: (517) 353-3365
E-mail: jolleycr@msu.edu
No. 21070 4E S

JONAS, Kathy
Dean of Students
Pine Manor College
400 Heath Street
Chestnut Hill, MA 02167
Phone: (617) 731-7195
No. 2200 1 V

JONAS, Susan
Asst Dir Acad Assistance Ctr
Stephen F. Austin State Univ.
Box 13055 SFA
Nacogdoches, TX 75962-3055
Phone: (409) 568-1463
Fax: (409) 568-4117
E-mail: SJONAS@SFALIB.SFASU.EDU
No. 10970 3 P

JONES, Barbara
Associate Vice President
Ball State University
Student Life, Student Ctr #224
Muncie, IN 47306-0830
Phone: (317) 285-5036
Fax: (317) 285-6615
E-mail:
01BCjones@virgo.bsuvc.bsu.edu
No. 9020 4E P

JONES, Barbara A.
Asst Dir Admission Processing
University of Louisville
32 Houchens Bldg.
Louisville, KY 40292
Phone: (502) 852-5516
E-mail: BAJONE01@ULKYVM
No. 9391 3 P

JONES, Boyd
Coordinator Student Activities
Winthrop University
Dirkins Student Union
Rock Hill, SC 29733
Phone: (803) 323-2108
No. 11941 3 P

JONES, Brian C.
Coord of Housing & Res Life
Widener University
1 University Place
Chester, PA 19013
Phone: (215) 499-4393
Fax: (215) 876-9751
E-mail: osbcjones@cyber.widener.edu
No. 20893 2 P

JONES, Carla
Asst. Dean of Students
Kansas State University
102 Holton Hall
Manhattan, KS 66506
Phone: (913) 532-6432
No. 17896 4W P

JONES, Cravor
JTPA Counselor
Bluefield State College
219 Rock Street
Bluefield, WV 24701
Phone: (304) 327-4079
No. 21216 2 P

JONES, Cynthia F.
Career Counselor
San Diego State University
Career Services SS1200
San Diego, CA 92182-0578
Phone: (619) 594-4378
Fax: (619) 594-2650
No. 21870 6 P

JONES, David P.
Residence Hall Director
Univ. of Nebraska at Kearney
1700 University Drive
Kearney, NE 68847-4256
Phone: (308) 233-9600
No. 21951 4W S

JONES, Diane
11005 Calloway View Drive
Knoxville, TN 37922
Phone: (615) 966-2391
No. 21771 3 S

JONES, Diane O.
Asst. Vice Chanc. for Stu Aff.
Pembroke State University
Chavis Univ Center College RD
Pembroke, NC 28372
Phone: (910) 521-6407
No. 15506 3 P

JONES, Edward
Director of Housing
Southern Illinois University
Washington Square Building D
Carbondale, IL 62901
Phone: (618) 453-2301
No. 5974 4E P

JONES, Elbert L.
Vice President/Student Service
Langston University
PO Box 718
Langston, OK 73050
Phone: (405) 466-3444
No. 20290 4W A

JONES, Eric
Iowa State University
207 Rookwood
Ames, IA 50010
Phone: (515) 233-6968
No. 20685 4E S

JONES, Evelyn
14 East Cache La Poudre Street
Colorado Springs, CO 80903
Phone: (719) 389-6618
No. 20457 4W S

JONES, Gareth
Dean of Students
New England College
Arundel, West Sussex
ENGLAND BN18 ODA
Phone: (903) 882-259
Fax: (903) 883-281
No. 20460 1 A

JONES, George D.
Dean of Students
Rutgers University
A 212 Lucy Stone Hall
New Brunswick, NJ 08903
Phone: (908) 932-4077
No. 8953 2 P

JONES, J. Andrew
Student Activities Advisor
Texas A&M University
Dept. Student Activities
College Station, TX 77843-1236
Phone: (409) 845-1133
Fax: (409) 847-8854
No. 21598 3 P

JONES, Jacqueline A.
Director of Residence Life
Cedar Crest College
100 College Drive
Allentown, PA 18104-6196
No. 15346 2 P

JONES, Jerry C.
Coord of Svs/Stu with Disabil.
Columbia Univ. Teachers Coll.
1230 Amsterdam #1002
New York, NY 10027
Phone: (212) 222-6150
Fax: (212) 678-4048
No. 21452 2 S

JONES, John R.
Vice President Student Affairs
St. Paul's College
Lawrenceville, VA 23868
Phone: (804) 848-4268
No. 18289 3 V

JONES, Judith P.
Asst. VP for Student Affairs
Univ of Northern Colorado
Carter Hall 3005
Greeley, CO 80639
Phone: (303) 351-2303
Fax: (303) 351-1870
E-mail: jjones@mail.UnivNorthCo.edu
No. 11608 4W P

JONES, Kenley E.
PO Box 1433
Sierra Vista, AZ 85636
Phone: (602) 459-9786
No. 15073 6 P

JONES, Leonard
Asst. Director-Residence Life
Michigan State University
G-64 Wilson Hall
East Lansing, MI 48825-1208
Phone: (517) 336-2495
E-mail: vps138@msu.edu
No. 11092 4E P

JONES, Lucy
Indiana University
Wright Ruter 114
Bloomington, IN 47406
Phone: (812) 857-1774
No. 18951 4E S

JONES, Martha D.
Associate Dean Student Affairs
Bridgewater State College
Bridgewater, MA 02325
Phone: (508) 697-1276
No. 17311 1 P

JONES, Mary Jane
Assistant Dean of Students
Washington & Jefferson College
60 S. Lincoln St
Washington, PA 15301
Phone: (412) 223-6008
No. 21156 2 P

JONES, Paul A.
Director Multicultural Office
Utah State University
Logan, UT 84321-0175
Phone: (801) 750-1733
No. 21221 5 P

JONES, Paul L.
Director Res Life & Housing
Colorado College
14 E Cache Le Poudre
Colorado Springs, CO 80903
Phone: (719) 389-6618
No. 8900 4W P

JONES, Philip
Asst Dir Career Development
St. Michael's College
Winoosui Park
Colchester, VT 05439
Phone: (802) 654-2547
No. 18845 1 A

JONES, Phillip E.
Associate Vice President
University of Iowa
114 Jessup Hall
Iowa City, IA 52242
Phone: (319) 335-3557
No. 2568 4E V

JONES, Richard L.
Residence Hall Director
Mississippi State University
P.O. Box 542
Mississippi State, MS 39762-9998
Phone: (601) 325-3188
No. 21888 3 S

JONES, Robert
Vice President-Administration
University of Texas-Tyler
3900 University Blvd
Tyler, TX 75701
Phone: (903) 566-7105
Fax: (903) 566-8368
No. 2066 3 V

JONES, Royce
Director of Cadet Affairs
Virginia Military Institute
Lejeune Hall
Lexington, VA 24450
Phone: (703) 464-7325
No. 1822 3 V

JONES, Scott E.
Resident Director
Kent State University
Lake Hall 10 Janik Drive
Kent, OH 44243-1010
Phone: (216) 672-3372
No. 18269 4E P

JONES, Scott H.
Residence Hall Director
Oregon State University
Sackett Hall
Corvallis, OR 97331
Phone: (503) 737-7783
No. 21600 5 S

JONES, Stephen M.
833 Hamlin #3A
Evanston, IL 60201
Phone: (708) 864-0019
No. 20945 4E S

JONES, William W.
Registrar/Assoc. Dean of Stu.
SD School of Mines & Tech.
501 E. St. Joseph
Rapid City, SD 57701
Phone: (605) 394-2414
Fax: (605) 394-6131
No. 21948 4W P

JONES, Winston G.
Residence Hall Coordinator
Illinois State University
P.O. Box 668
Normal, IL 61761
Phone: (308) 436-0442
No. 14213 4E P

JORDAN, David L.
Dean of Student Affairs
Brock University
St. Catherines,Ontario
Canada L2S 3A1
Phone: (905) 688-5550
Fax: (905) 685-1188
E-mail: djordan@spartan.ac.brocku.ca
No. 15239 4E V

JORDAN, Deanna
Asst Coord. for Residence Life
Indiana University-Bloomington
McNutt, Delgado 61
Bloomington, IN 47406
Phone: (812) 857-4418
E-mail: DJORDAN@UCS.INDIANA.EDU
No. 20499 4E S

JORDAN, Jeffrey
Interim Dir.- Residential Life
Pacific Lutheran University
Residential Life Office
Tacoma, WA 98447
Phone: (206) 535-7205
No. 18772 5 P

JORDAN, Kathryn
PhD Student
VA Polytech & State Univ
3110 Country Meadow Drive
Christiansburg, VA 24073
Phone: (703) 382-7910
No. 17824 3 S

JORDAN, Martha L.
Assistant Director
Oklahoma State University
310 Student Union
Stillwater, OK 74078
Phone: (405) 744-5472
No. 18655 4W P

JORDAN, Richele L.
Barnard College
Plimpton Hall
3009 Broadway
New York, NY 10027
Phone: (212) 666-7996
No. 19436 2 S

JORDAN-COX, Carmen
VP for Student Affairs
University of San Francisco
2130 Fulton St, UC Room 405
San Francisco, CA 94117-1080
Phone: (415) 666-6251
No. 1716 6 V

JORGENSEN, Arlene
Dir.-Counseling & Student Support
Central Arizona College
8470 N. Overfield Road
Coolidge, AZ 85228
Phone: (602) 426-4410
No. 8441 6 P

JORGENSEN, James H.
Grad Asst-Adult Stud Info Off
Iowa State University
210 Student Services Building
Ames, IA 50011-2222
Phone: (515) 294-1020
Fax: (515) 294-5457
No. 20620 4E S

JORGENSEN, Randolph
Asst Director-Residence Life
Washington State University
Route 2, Box 602
Pullman, WA 99163-9655
Phone: (509) 335-2612
E-mail: Jorgensr@WSUVMI
No. 8028 5 P

JOSEPH, Chandra
175-02 111 Avenue
Queens, NY 11433
Phone: (718) 297-2728
No. 20573 2 S

JOSEPH, Elizabeth
525 South Fifth St.
Indiana, PA 15701-3115
Phone: (412) 357-2696
No. 1344 2 P

JOSEY, Allen
3488 Seven Pines Court
Atlanta, GA 30339
Phone: (404) 237-1503
No. 20658 3 S

JOSHEE, Jeetendra R.
Residence Director
Univ of Massachusetts-Amherst
6 University Dr. #178
Amherst, MA 01002
Phone: (413) 545-3877
No. 15979 1 S

JOSLIN, Michael R.
Director of Student Activities
College of the Canyons
26455 N. Rockwell Cyn. Rd
Santa Clarita, CA 91355
Phone: (805) 259-7800
No. 18821 6 V

JOSLIN, Mitchel Lee
Residence Director
Azusa Pacific University
901 E. Alosta Box APU
Azusa, CA 91702
Phone: (818) 812-3056
No. 16030 6 S

JOYER, Janice M.
Registrar
University of Hawaii-Manoa
2530 Dole Street
Honolulu, HI 96822
Phone: (808) 956-5322
No. 19054 6 P

JUDD, Kathy
Assistant Dean, The College
University of Denver
2050 E. Evans Ste. 76C
Denver, CO 80208
Phone: (303) 871-2455
No. 14102 4W P

JUDGE, Sheila
418 Ausley Road Apt. 9-J
Tallahassee, FL 32304
Phone: (904) 575-9534
No. 20674 3 S

JUDICKI, John M.
Student
Georgia School of Prof. Psych.
2030 Peachtree Rd. NW Apt. 5H
Atlanta, GA 30309
Phone: (404) 351-2720
E-mail: jj37@prism.gatech.edu
No. 21469 3 S

JULIAN, Frank H.
Assoc. Prof. of Legal Studies
Murray State University
Box 2054 University Station
Murray, KY 42071
Phone: (502) 762-2696
Fax: (502) 762-3482
No. 17009 3 P

JUNG, Ashley Edwards
Activities Specialist
Texas Tech Univ./250 West Hall
Dean of Stu. Off./Box 45014
Lubbock, TX 79409-5014
Phone: (806) 742-2192
Fax: (806) 742-2137
No. 21320 3 S

JUNGERS, Michael J.
Coord, Drug/Alcohol Prev & Ed
Southwest Missouri State Univ
901 S National
Springfield, MO 65804-0095
Phone: (417) 836-5527
MJJ710T.SMSVMA
No. 993 4W P

JUSTICE, Sharon H.
Dean of Students
University of Texas-Austin
P.O.Box 7849
Austin, TX 78713-7849
Phone: (512) 471-5017
Fax: (512) 471-7833
No. 9100 3 P

JUZANG, Deidre
1134 W. Loyola Ave Box 1027
Chicago, IL 60626
Phone: (312) 973-9253
No. 20166 4E S

K

KABAT, Stan
Dean of Students
St. Ambrose University
518 West Locust Street
Davenport, IA 52803
Phone: (319) 383-8822
No. 10607 4E V

KAISER, Danny
Asst Dean of Student Life
University of Kansas
300 Strong Hall
Lawrence, KS 66045
Phone: (913) 864-4060
No. 9346 4W P

KAISER, Linda
Assistant Director-Staff
Univ of Missouri-Columbia
15 Defoe Hall
Columbia, MO 65201
Phone: (314) 882-4815
No. 483 4W P

KALLUR, Ravi
Student Services Coordinator
Univ of Missouri-Kansas City
4825 Troost Suite 201
Kansas City, MO 64110
Phone: (816) 235-1129
No. 14163 4W P

KALSBEEK, David H.
Associate Vice President
Xavier University
3800 Victory Parkway
Cincinnati, OH 45207-1092
Phone: (513) 745-3037
Fax: (513) 745-2969
E-mail: KALSBEEK@ADMIN.XU.EDU
No. 6620 4E P

KALTENBAUGH, Anita
Indiana Univ of Pennsylvania
G-14 Sutton Hall
Indiana, PA 15705
Phone: (412) 357-7744
No. 19794 2 S

KALUNIAN, Elizabeth B.
Career Advisor
University of Rhode Island
Career Services, Roosevelt 228
Kingston, RI 02881
Phone: (401) 792-2311
No. 9548 1 P

KALUNIAN, Janet
21 Trellis Drive
West Warwick, RI 02893
Phone: (401) 822-2345
No. 20982 1 S

KAMENAR, Timothy S.
Coordinator for Student Govt.
Student Activities
Weber State University
Ogden, UT 84408-2102
Phone: (801) 626-6379
Fax: (801) 626-7538
No. 11999 5 P

KANE, J. Houghton
Dean of Student Life
Ursinus College
Student Life Office
Collegeville, PA 19426
Phone: (215) 489-4111
No. 5416 2 V

KANE, JR., James P.
Director of Student Org. Serv
Ohio State University
344 Ohio Union,1739N. High St
Columbus, OH 43210
Phone: (614) 292-6061
No. 15131 4E P

KANE, John
Vice President-Student Affairs
Winona State University
P.O. Box 5838
Winona, MN 55987-5838
Phone: (507) 457-5300
No. 2258 4E V

KANE, Nancy
Assoc Dean - CAS
George Mason University
4400 University Dr C110 Collge
Fairfax, VA 22030 4444
Phone: (703) 993-8725
No. 6317 3 P

KANE, Tom
Dir - Housing & Residence Life
Univ. of WI - Eau Claire
112 Towers
Eau Claire, WI 54702-4004
Phone: (715) 836-2414
Fax: (715) 836-4857
E-mail: KANETL@UWEC.EDU
No. 21260 4E P

KANOUGH, Monica
Asst. Dean of Students
Defiance College
701 N. Clinton St.
Defiance, OH 43512
Phone: (419) 784-4010
No. 21119 4E P

KAPLAN, Claire N.
Sexual Assault Educ. Coord.
University of Virginia
Box 323 HSC
Charlottesville, VA 22908
Phone: (804) 924-1128
Fax: (804) 924-9983
E-mail: cnk2r@poe.acc.Virginia.EDU
No. 20073 3 P

KARAS, Kristin M.
Grad. Student
Indiana University
101 Stempel-Ashton Center
Bloomington, IN 47406
Phone: (812) 857-9051
No. 18743 4E S

KAREN, Carolyn Starr
Area Coordinator
Rutgers University
Douglass Coll,DPO 2741/Box2005
New Brunswick, NJ 08903-2005
Phone: (908) 932-9519
Fax: (908) 932-8877
No. 596 2 P

KARIOTIS, Carol V.
Asst Dir Student Aux Services
Univ of Missouri-Kansas City
Rm 144; 5100 Rockhill Road
Kansas City, MO 64110
Phone: (816) 235-1412
No. 14689 4W P

KARNOVICH, Rennie L.
61 South Carondolet Court
Mobile, AL 36608
Phone: (205) 460-7144
Fax: (205) 460-6157
No. 21833 3 S

KARNS, Brenda
1901 West Arrowhead Drive
Stillwater, OK 74074
Phone: (405) 744-5161
E-mail: BKARNS@OKAYWAY.OKSTATE.EDU
No. 21560 4W S

KARNS, Dan
Judicial Assistant
Clemson University
100 Mell Hall
Clemson, SC 29634-4075
Phone: (803) 656-1060
No. 21892 3 S

KARP, Alan
140 Cabrini Blvd. Apt. 1
New York, NY 10033
Phone: (212) 927-5136
No. 4398 2 P

KARRAS, John E.
Assistant Dean of Students
Chapman University
333 N. Glassell
Orange, CA 92666
Phone: (714) 997-6761
No. 11384 6 P

KARRMAN, Barbara
Dir. of Enrollment Mgmt. Svs.
Univ. of WI - Platteville
122 Brigham Hall
Platteville, WI 53818
Phone: (608) 342-1125
Fax: (608) 342-1122
No. 21538 4E P

KARVONEN, Barbara Hogan
2313 Campbell
Royal Oak, MI 48073
No. 20170 4E S

KATCHAY, H. Bryan
Upper Iowa University
PO Box 1857
Fayette, IA 52142
Phone: (319) 425-5209
Fax: (319) 425-5271
No. 8763 4E A

KATSARIS, Alice A.
Dean of Students
American College of Greece
6 Gravias St, Aghia Paraskevi,
Athens Greece 153 42
Phone: (328) 600-9800
Fax: (328) 600-9811
No. 6571 6 A

KATSILOMETES, Bessie
Assoc Dir Registr & Enr Plng
Idaho State University
Campus Box 8196
Pocatello, ID 83209
Phone: (208) 236-2663
Fax: (208) 236-4231
No. 20819 5 P

KATZ, Sally
Asst Coord for Grad Housing
New York University
33 Third Ave
New York, NY 10003
Phone: (212) 529-2613
No. 12795 2 P

KAU, Jonathan
7308 48th Avenue NE
Seattle, WA 98115
Phone: (206) 522-8530
No. 21362 5 S

KAUFFMANN, Norman
Dean for Student Development
Goshen College
Student Development Division
Goshen, IN 46526
Phone: (219) 535-7539
No. 121 4E V

KAUFMAN, Tina
Colorado State University
HD Allison Hall
Ft. Collins, CO 80521
Phone: (303) 495-2482
No. 18730 4W S

KAVANAUGH, Joseph
Associate Vice President
Lamar University
P.O. Box 11950-LUS
Beaumont, TX 77710
Phone: (409) 880-8458
No. 2581 3 V

KAY, Judith W.
Dean of Students
University of Puget Sound
1500 N Warner Street
Tacoma, WA 98416
Phone: (206) 756-3360
No. 2661 5 V

KEALLY, Meghan Carmichael
105 South Bull Street
Columbia, SC 29205
Phone: (803) 777-2654
Fax: (803) 777-9354
No. 20867 3 S

KEEFE, Timothy
Associate Dean-Student Affairs
Plymouth State College
Residential Life/Holmes House
Plymouth, NH 03264
Phone: (603) 535-2260
Fax: (603) 535-2726
E-mail: timk@plymouth.edu
No. 9494 1 P

KEEFER, Bobbi Jo
Area Director
Salisbury State University
Department of Housing
Salisbury, MD 21801
Phone: (410) 548-3346
No. 21263 2 P

KEEHN, Ted
Vice President - Student Svcs
Cambrian College
1400 Barrydowne, Sudbury
Ontario, Canada P3A 3V8
Phone: (705) 566-8101
E-mail: TAKEEHN@EDEN.CAMBRIANC.ON.CA
No. 3812 4E V

KEEHNER, Julia A.
Grad. Research Asst.
Penn. State Univ.
319 Toftrees Ave. #335
State College, PA 16803
Phone: (814) 231-3981
Fax: (814) 865-3638
E-mail: JAK22@PSUVM
No. 21624 2 S

KEELER, Jo
Dean of Students
McCook Community College
1205 East Third
McCook, NE 69001
Phone: (308) 345-6303
Fax: (308) 345-3305
No. 7294 4W A

KEELER, Pamela J.
2901 B. McDonald Pkwy. #415
Bellingham, WA 98225
Phone: (206) 650-6570
No. 21894 5 S

KEELING, Richard P.
Director/Health Services
Univ of Wisconsin-Madison
1552 University Avenue
Madison, WI 53705
Phone: (608) 262-1885
E-mail: rkeeling@macc.wisc.edu
No. 11065 4E P

KEENE, Darcy
Asst. Residence Hall Director
Seattle University
1111 E. Columbia
Seattle, WA 98122
Phone: (206) 296-6410
E-mail: dkeene@seattleu.edu
No. 21919 5 S

KEENE, William
Dean for Residence Life
Howard University
Washington, DC 20059
Phone: (202) 806-6131
No. 2301 2 P

KEENEY, Elizabeth A.
Dean for Academic Advising
Kenyon College
Student Affairs Center
Gambier, OH 43022
Phone: (614) 427-5145
E-mail: keeney@kenyon.edu
No. 16929 4E P

KEENEY, Hoyt L.
Dean of Students
Olympic College
1600 Chester
Bremerton, WA 98310-1699
Phone: (206) 478-4846
No. 675 5 V

KEETON, Rebecca L. Gutierrez
Coordinator Student Activities
California Polytech State Univ
3801 W. Temple Ave #26
Pomona, CA 91768
Phone: (909) 869-3602
No. 9505 6 P

KEFFABER, Stacey
Graduate Asst., Admissions
Ball State University
506 EN Main Street
Summittville, IN 46070
Phone: (317) 285-8300
No. 21293 4E S

KEHOE, Barry
Director of Student Services
Dublin City University
Dublin 9
Ireland
35317045164
No. 11382 1 A

KEIGHLEY, Cindy
810 11th Apt. 2
Ottawa, KS 66067
Phone: (913) 242-7821
No. 18796 4W S

KEIHN, Sue L.
Assoc. VP for Student Affairs
Cal Poly State University
San Luis Obispo, CA 93407
Phone: (805) 756-1521
Fax: (805) 756-5903
E-mail: du740@oasis.calpoly.edu
No. 6219 6 P

KEITH, JR., Edwin M.
Director Of Student Life
Mississippi State University
P.O. Box 6292
Mississippi, MS 39762
Phone: (601) 325-3322
No. 7597 3 P

KEIZS, Marcia V.
VP & Dean of Student Affairs
Queensborough Community Coll.
222-05 56th Avenue
Bayside, NY 11364-1497
Phone: (718) 631-6351
No. 21697 2 A

KELLER, Barbara Y.
Dir. of Residence Education
Bowling Green State University
425 Student Services Bldg
Bowling Green, OH 43403
Phone: (419) 372-2456
Fax: (419) 372-8150
No. 17656 4E P

KELLER, Frank
Associate VP Student Affairs
Mesa State College
PO Box 2647
Grand Junction, CO 81502
Phone: (303) 248-1709
No. 17589 4W V

KELLER, Victoria
Dir./Office of Community Svs.
Colorado State University
Lower Level/Lory Student Ctr.
Fort Collins, CO 80523
Phone: (303) 491-1483
Fax: (303) 491-0620
No. 21988 4W P

KELLER-LAPP, Heidi M.
Coordinator, New Student Prgms
San Diego State University
Student Resource Ctr/SSW-1602
San Diego, CA 92182-0562
Phone: (619) 594-1042
Fax: (619) 594-1045
No. 14724 6 P

KELLEY, Danny R.
707 W Chestnut #6
Oxford, OH 45056
Phone: (513) 523-4193
No. 18680 4E S

KELLEY, James W.
Dean, University College
Wichita State University
1845 Fairmount
Wichita, KS 67260-0006
Phone: (316) 689-3700
E-mail: KELLEY@TWSUVM.
BITNET
No. 10561 4W P

KELLEY, Joseph T.
V-President for Student Life
Merrimack College
Turnpike St.
N. Andover, MA 01845
Phone: (508) 837-5174
No. 178 1 V

KELLOM, Gar E.
Vice President Student Affairs
St. John's University
Collegeville, MN 56321
Phone: (612) 363-2737
Fax: (612) 363-2115
No. 12478 4E A

KELLUMS, Rex E.
Asst Vice President
Colorado State University
201 Admin Building
Ft. Collins, CO 80523
Phone: (303) 491-5312
No. 15414 4W P

KELLY, Christine
Asst. Resident Director
Regis University
3333 Regis Blvd. Box 269
Denver, CO 80221
Phone: (303) 964-5065
No. 21522 4W S

KELLY, Daniel J.
Director Freshmen Center
Embry-Riddle Aeronautical Univ
600 S. Clyde Morris Blvd.
Daytona Beach, FL 32114-3900
Phone: (904) 226-6326
No. 5514 3 P

KELLY, Donna
301 N. San Dimas Canyon Rd.#15
San Dimas, CA 91773
Phone: (909) 394-0025
No. 15105 6 S

KELLY, Jennie
Residence Hall Director
Emporia State University
Morse Hall - H.D. Apt.
Emporia, KS 66801-5091
Phone: (316) 343-1250
No. 21247 4W S

KELLY, Kenneth E.
Vice President-Student Affairs
Fairmont State College
Fairmont, WV 26554
Phone: (304) 367-4215
Fax: (304) 367-4584
No. 8781 2 V

KELLY, Kenneth T.
Dir.- Housing & Residence Life
Chapman University
333 North Glassell Street
Orange, CA 92666
No. 9335 6 P

KELLY, Kevin P.
Dean of Students
Sacred Heart University
5151 Park Avenue
Farfield, CT 06432-1000
Phone: (203) 371-7913
No. 18981 1 P

KELLY, Michael T.
Asst Dean for Student Affairs
Univ of Illinois-Chicago
Box 4348, M/C 318
Chicago, IL 60680
Phone: (312) 996-4866
No. 105234 4E P

KELLY, Robert D.
Loyola College
4506 D N. Charles Street
Baltimore, MD 21210
Fax: (410) 617-2124
No. 21406 2 S

KELLY, Sean C.
Dir Student Programs & Service
Penn State Univ-Wilkes Barre
PO Box PSU
Lehman, PA 18627
Phone: (717) 675-9225
No. 15924 2 P

KELSO, Kent
Director of Residence Life
Pittsburg State University
112 Russ Hall
Pittsburg, KS 66762
Phone: (316) 235-4246
Fax: (316) 232-7515
No. 20940 4W P

KELTZ, Kevin
Director of Residence Life
Old Dominion University
4701 Powhatan Avenue Suite F1
Norfolk, VA 23529-0326
Phone: (804) 683-3844
No. 138 3 P

KEMPTON, Christopher
James Madison University
Resid. Life - 102 Alumnae Hall
Harrisonburg, VA 22807
Phone: (703) 432-0046
No. 20651 3 S

KENDALL, Rex
Area Director
Indiana State University
Jones Hall
Terre Haute, IN 47809
Phone: (812) 237-3993
E-mail: RLKENDAL@RESLIFE.
INDSTATE.EDU
No. 19918 4E P

KENDER, Margaret G.
Dean of Students
Allentown College
Dean of Students Office
Center Valley, PA 18034
Phone: (215) 282-1100
No. 1905 2 V

KENDRICK, Kimberly Ann
3790 Saint Phillip Drive
Memphis, TN 38133-0945
Phone: (904) 644-2740
No. 19438 3 S

KENNEDY, Alexandra
University of Pennsylvania
3901 Spruce Street Box 906
Philadelphia, PA 19104
Phone: (215) 573-8051
No. 20405 2 S

KENNEDY, Heidi A.
507 Teal Circle
Dickinson, TX 77539
Phone: (409) 268-4306
No. 20877 3 S

KENNEDY, John
VP for Student Services
Dominican College
50 Acacia Avenue
San Rafael, CA 94901
Phone: (415) 485-3282
No. 20832 6 A

KENNEDY, Kimberly
Dir Residence Life & Housing
Edinboro University of PA
Lawrence Towers-Res Life Offc
Edinboro, PA 16444
Phone: (814) 732-2818
No. 18817 2 P

KENNEDY, Mark D.
Graduate Student
Texas A & M University
1013 S. Texas
Bryan, TX 77803
Phone: (409) 845-0544
No. 21486 3 S

KENNEDY, Rhett F.
Graduate Resident Director
Indiana Univ PA - Punxsutawney
1010 Winslow Street
Punxsutawney, PA 15767
Phone: (814) 938-4199
No. 20741 2 S

KENNEDY-FALLON, Dana
Asst. Dir. of Residence Svs.
Marymount University
2807 N. Glebe Road - Box 719
Arlington, VA 22207-4299
Phone: (703) 522-5600
No. 17695 3 P

KENNERLY, Anissa V.
Pennsylvania State University
309 Runkle Hall
University Park, PA 16802
No. 20517 2 H

KEPPLER, Kurt
Dean of Students
Georgia State University
402 University Center
Atlanta, GA 30303
Phone: (404) 651-2200
Fax: (404) 651-2184
No. 6623 3 P

KERBY, Ann
Dir., Advocacy & Support Svs.
Concordia Univ./AD 130 - 7141
Sherbrooke St. W, Montreal
Quebec H4B1R6
Phone: (514) 848-3501
No. 21695 1 P

KERR, Betsy
Dir/Emp Assist & Wellness Office
Northern Arizona University
Box 5642
Flagstaff, AZ 86011-5642
Phone: (602) 523-1552
No. 8380 6 P

KERR, Kathleen G.
Asst Area Coordinator
University of Delaware
5 Courtney St
Newark, DE 19711
Phone: (302) 837-6368
No. 13085 2 P

KERR, Phebe
Associate Dean-Student Affairs
Florida Atlantic University
777 Glades Road P.O. #3091
Boca Raton, FL 33431
Phone: (401) 367-3546
No. 10099 3 P

KERR, Robert
Assoc. Director-Development
U of California-Davis
Development Office
Davis, CA 95616
Phone: (916) 757-3214
No. 406 6 P

KERTES, Joseph
Dean of Students
Chapman University
333 N Glassell Street
Orange, CA 92666
Phone: (714) 997-6721
No. 1725 6 V

KESNER, Paul D.
Dean of Student Development
Potomac State College
Fort Avenue
Keyser, WV 26726
Phone: (304) 788-3011
No. 16828 2 V

KESSLER, Jeffrey A.
Asst. VP for Student Affairs
Polytechnic University
Six MetroTech Center
Brooklyn, NY 11201
Phone: (718) 260-3800
E-mail: jkessler@polyvm
No. 2070 2 V

KESTNER, Laura F.
RR #1 Box 36
Hebron, NE 68370
Phone: (207) 581-1357
E-mail: UMCARCTRMaine@
maine
No. 18810 4W S

KETTLER, Deborah A.
Dir. Career Placement Services
Univ. of Missouri-St. Louis
8001 Natural Bridge Road
St. Louis, MO 63121
Phone: (314) 553-5002
Fax: (314) 553-6535
No. 21941 4W P

KEY, Bonnie Borrowman
Resident Director
University of Illinois
PO Box 4343
Urbana, IL 61801-8835
Phone: (217) 333-0464
No. 17376 4E P

KEYES, Mary E.
Assistant Provost
McMaster University
1280 Main St. W. - Hamilton
CANADA L8S 4L8
Phone: (905) 525-9140
No. 18773 4E A

KEYMER, David
Vice Provost-Student Affairs
Cal State Univ-Stanislaus
801 W Monte Vista Road
Turlock, CA 95382-0299
Phone: (209) 667-3177
No. 2257 6 V

KEYS, Thomas M.
Director-Student Union
Oklahoma State University
240 Student Union
Stillwater, OK 74078
Phone: (405) 624-5231
No. 8595 4W P

KHALEELAH, Abdul-Kareem
P.O. Box 2183
Amherst, MA 01004
Phone: (413) 546-4523
No. 21798 1 P

KHAYATT, Anwar
Associate Director
University of Detroit Mercy
PO Box 19900
Detroit, MI 48219-0900
Phone: (313) 993-1230
No. 18256 4E P

KIBLER, Bill
Asst. VP - Student Affairs
Texas A&M University
10th Floor Rudder Tower
College Station, TX 77843-1256
Phone: (409) 845-4728
E-mail: BKIBLER@TAMVM1.
TAMU.EDU
No. 1742 3 P

KIER, Thomas L.
Dir. Pharmacy Student Services
Ohio Northern University
Raabe College of Pharmacy
Ada, OH 45810
Phone: (419) 772-2290
No. 11919 4E P

KIESSLING, Marcia Kennard
Student Activities Specialist
Ventura College
4667 Telegraph Road
Ventura, CA 93003
Phone: (805) 654-6487
No. 21071 6 A

KILCREASE, E. Mitchell
Dir., Student Activities
Washburn University
1700 College
Topeka, KS 66621
Phone: (913) 231-1010
Fax: (913) 231-1089
No. 21496 4W P

KILIAN, Lisa Norbury
Assistant Dean of Students
Iowa State University
64 Memorial Union
Ames, IA 50011-1130
Phone: (515) 294-1021
No. 10972 4E P

KILLEEN, Shannon A.
Resident Director
West Chester University
Box 2505
West Chester, PA 19383
Phone: (609) 863-2228
E-mail: SKILLEEN@WCU.
BITNET
No. 19310 2 P

KILLIAN, Darnita
Asst VP Student Affairs
University of San Francisco
2130 Fulton St., UC 405
San Francisco, CA 94117-1080
Phone: (415) 666-6251
No. 14978 6 P

KIM, Jean
Vice President Student Affairs
University of Hartford
200 Bloomfield Avenue
West Hartford, CT 06117
Phone: (203) 768-4260
No. 2141 1 V

KIMBALL, Reid William
Boston College
P.O. Box 67267
Chestnut Hill, MA 02167
Phone: (617) 244-0525
No. 21358 1 S

KIMBEL, Michael
Hall Coordinator
University of Iowa
109 Slater Hall
Iowa City, IA 52242
Phone: (319) 335-9576
No. 19999 4E P

KIMURA, Cynthia N.
Coord. - Enrollment Services
Kapiolani Community College
4303 Diamond Head Road
Honolulu, HI 96816
Phone: (808) 734-9559
No. 20684 6 A

KINDELBERGER, Walt
Washington & Jefferson College
6226 Italy Rd
Export, PA 15632
Phone: (412) 327-1687
No. 20075 2 S

KINDLE, Gregg
Assistant Dean of Students
Northwestern University
601 University Place
Evanston, IL 60208
Phone: (708) 491-3541
No. 12425 4E P

KINDLE, Joan L.
Dean of Student Development
William Rainey Harper College
1200 W. Algonquin Road
Palatine, IL 60067
Phone: (708) 397-3000
No. 10437 4E A

KING, Bruce
Advisor to Pres/Multicult Affairs
Carleton College
One North College Street
Northfield, MN 55057
Phone: (507) 663-4014
Fax: (507) 663-4421
E-mail: bking@carleton.edu
No. 21030 4E P

KING, Cathy
Adm. Asst. - Student Services
K U Medical Center
3901 Rainbow
Kansas City, KS 66160
Phone: (913) 588-4698
Fax: (913) 588-4686
No. 20915 4W P

KING, Corey A.
Asst. Coord.-Univ. Housing
Florida State University
104 Cawthon Hall
Tallahassee, FL 32306-2036
Phone: (904) 644-8306
Fax: (904) 644-7997
No. 21792 3 S

KING, Don
809 West Brooks
Norman, OK 73069
Phone: (405) 329-5960
No. 20574 4W S

KING, Erica L.
1230 Amsterdam Avenue, Apt 416
New York, NY 10027
Phone: (212) 662-5718
No. 20883 2 S

KING, John J.
Assistant Dean of Students
Stonehill College
320 Washington Street
North Easton, MA 02357
Phone: (508) 230-1290
No. 8484 1 P

KING, Kristen
Coordinator-Student Activities
Rhode Island College
600 Mt. Pleasant Ave Rm 314
Providence, RI 02908
Phone: (401) 456-8034
No. 12230 1 P

KING, Linda M.
2111 NW Harrison
Corvallis, OR 97330
Phone: (503) 757-0452
No. 21940 5 S

KING, Lynne M.
National President
Phi Mu Fraternity
3558 Habersham at North Lake
Tucker, GA 30084
Phone: (512) 694-4657
No. 10094 3 SMN

KING, Margaret I.
Director of Newcomb Prgms
Tulane University
104 Newcomb Hall
New Orleans, LA 70118
Phone: (504) 865-5795
No. 12998 3 P

KING, Page
Area Coordinator
Georgia Inst of Technology
595 McAfee Street #78
Atlanta, GA 30313
Phone: (404) 894-3045
No. 14154 3 P

KING, Shawn S.D.
SUNY New Paltz
G11A LeFevre Hall
New Paltz, NY 12561
Phone: (914) 257-5336
No. 20632 2 S

KING, Wayne
Director of University Housing
Furman University
3300 Poinsett Highway
Greenville, SC 29613-0944
Phone: (803) 294-2092
No. 8572 3 P

KING, Yolanda M.
Assistant Green Coordinator
Ohio University
P.O. Box 1120
Athens, OH 45701-1120
Phone: (614) 597-7468
No. 20301 4E P

KINGRY, Larry K.
Vice Chancellor-Student Svcs
University of Alaska-Anchorage
3211 Providence Drive ESB-116
Anchorage, AK 99508
Phone: (907) 786-1105
Fax: (907) 786-6067
No. 11628 5 V

KINNEY, Robert G.
Dean Student Services
Texas State Technical College
3801 Campus Drive
Waco, TX 76705
Phone: (817) 867-3377
E-mail: Kinney_R@tstc.edu
No. 2027 3 V

KINNICK, Bernard
Professor of CSPA
Univ of Northern Colorado
Student Health Ctr-Decker Hall
Greeley, CO 80639
Phone: (303) 351-2412
No. 7789 4W P

KINSER, Kevin
Asst. Dir. of Operations
Columbia University
206 FBH
New York, NY 10027
Phone: (212) 854-3611
No. 15095 2 P

KIPETZ, Sharon L.
Dean of Students
University of Connecticut
Dept. of Student Affairs U-62
Storrs, CT 06269-4062
Phone: (203) 486-3428
No. 17959 1 P

KIRBY, Alan
Director
U of California-Santa Barbara
University Center
Santa Barbara, CA 93106
Phone: (805) 893-4462
No. 3475 6 P

KIRBY, Kathleen M.
Assistant Professor
University of Louisville
Educational & Counseling Psych
Louisville, KY 40292
No. 21891 3 P

KIRBY, Patrick
Dean of Student Life
Westminster College
501 Westminster Avenue
Fulton, MO 65251-1299
Phone: (314) 642-3361
No. 2275 4W V

KIRCHENS, Lori L.
Grad. Asst., Hall Manager
Univ. of Arkansas-Fayetteville
P.O. Box 2546
Fayetteville, AR 72701
Phone: (501) 575-2600
No. 21502 4W S

KIRCHNER, Henry G.
Associate Vice President
SUNY Albany
8 Hearthstone Drive
Gansevoort, NY 12831
Phone: (518) 442-5501
No. 15851 2 P

KIRCHNER, Kristie Kay
Greek Life Coordinator
New England College
23 Bridge Street
Henniker, NH 03242
Phone: (603) 428-2303
No. 19152 1 P

KIRK, William W.
Asst. VP for Residence Life
Univ. of Notre Dame
315 Main Building
Notre Dame, IN 46556
Fax: (219) 631-5656
No. 21880 4E P

KIRKLAND, Jacqueline
Dean Of Student Services
Truckee Meadows Comm College
7000 Dandini Blvd
Reno, NV 89512
Phone: (702) 673-7114
No. 1848 5 V

KIRKPATRICK, Lisa Lynne
Resident Director
Ohio University
East Green Office
Athens, OH 45701
Phone: (614) 597-9706
No. 17562 4E S

KIRKWOOD, Deborah M. Dinoto
Director, University Division
Indiana University Southeast
4201 Grant Line Road
New Albany, IN 47150
Phone: (812) 941-2243
Fax: (812) 941-2493
E-mail: ddinoto@ius.indiana.edu
No. 9566 4E P

KIRSCH, Michele S.
Director, Admissions
Indiana University
Room 254, 10th & Fee Lane
Bloomington, IN 47405
Phone: (812) 855-8006
Fax: (812) 855-9039
No. 2137 4E P

KIRSCH, Myron
Dean of Students
St. Vincent College
Dean of Students Office
Latrobe, PA 15650
Phone: (412) 539-9761
No. 5498 2 V

KIRTS, Carla A.
Dean of Student Services
University of Alaska-Fairbanks
P.O. Box 756340
Fairbanks, AK 99775-6340
Phone: (907) 474-7317
Fax: (907) 474-7900
No. 1812 5 V

KIRTS, Rhonda
Assistant Dean of Students
Univ of Illinois-Urbana
610 E. John, Rm 2 Student Svcs
Champaign, IL 61821
Phone: (217) 333-4057
E-mail: RKIRTS@TURNER.ODOS.UIUC.EDU
No. 9976 4E P

KISSEL, John W.
Vice President-Student Life
Hilbert College
5200 South Park Avenue
Hamburg, NY 14075
Phone: (716) 649-7900
No. 12474 2 V

KISSIAH, Herm
Dean Of Students
Lafayette College
107 Markle Hall
Easton, PA 18042
Phone: (610) 250-5082
E-mail: KH#1@LAFAYACS
No. 68 2 V

KITCHEN, James R.
Associate Dean of Students
Univ of Nevada-Las Vegas
4505 S. Maryland Parkway
Las Vegas, NV 89154
Phone: (702) 739-3177
No. 7584 5 P

KITCHEN, Susan T.
Vice President-Student Affairs
Univ of Maryland-Baltimore Co.
5401 Wilkens Ave
Baltimore, MD 21228
Phone: (410) 455-2393
No. 762 2 V

KITTS, Brian
Dir/Stu Activities/Greek Aff
U of Denver/Driscoll U Ctr N
2055 E. Evans Avenue
Denver, CO 80210
Phone: (303) 871-3526
No. 20908 4W P

KIVETZ, Robert
Asst V P Student Affairs
New York University
8 Washington Place
New York, NY 10003
Phone: (212) 998-4611
No. 3480 2 P

KLADIVKO, Deborah
Associate Chancellor
Univ of South Carolina-Aiken
171 University Parkway
Aiken, SC 29801
Phone: (803) 648-6851
No. 855 3 V

KLEEMANN, Gary
Student Affairs Research
Arizona State University
Box 873001
Tempe, AZ 85287-3001
Phone: (602) 965-4070
Fax: (602) 965-1608
E-mail: ISTGLK@ASUACAD
No. 1359 6 P

KLEIMAN, Kimberly
Residence Hall Director
Univ. of WI - Whitewater
Suite 200 Goodhue Hall
Whitewater, WI 53190
Phone: (414) 472-4459
No. 21652 4E P

KLEIN, Alene
Associate Director
Pacific Lutheran University
Tacoma, WA 98447
Phone: (206) 535-7206
No. 6817 5 P

KLEIN, David
Assoc. Dean of Students
Hampden-Sydney College
P.O. Box 145
Hampden-Sydney, VA 23943
Phone: (804) 223-6199
No. 14053 3 P

KLEIN, Stephen M.
Director Career Develop Center
Univ of Minn-Twin Cities
106 Pleasant St, SE/345 Fraser
Minneapolis, MN 55455
Phone: (612) 624-7505
No. 11620 4E P

KLEINEGRIS, Karen L.
Community Service Officer
SUNY New Paltz
Campus Police Rt. 32
New Paltz, NY 12561
Phone: (914) 462-7461
No. 20844 2 S

KLEMME, Diane K.
Asst. Dir./Complex Director
University of South Dakota
414 E. Clark Street
Vermillion, SD 57069-2390
Phone: (605) 677-5885
E-mail: dklemme@charlie.usd.edu
No. 18325 4W P

KLEPPER, William
Vice President - Student Life
Trenton State College
Brower Student Center, CN 4700
Trenton, NJ 08650-4700
Phone: (609) 771-2202
Fax: (609) 530-7680
No. 2728 2 V

KLEWIN, Dennis
Dean of Students
Montana State University
Bozeman, MT 59715
Phone: (406) 994-2826
No. 3484 5 P

KLIMKOSKY, Stacey L.
98 Gurleyville Road
Storrs, CT 06268
Phone: (203) 429-9174
No. 20983 1 S

KLINE, Kimberly A.
Bldg Mgr Student Union Bldg I
George Mason University
University Dr. SUBI MailSt206
Fairfax, VA 22033
Phone: (703) 273-4924
Fax: (703) 993-2893
E-mail: KKline1@gmu.edu
No. 21407 3 P

KLINE, Ronald J.
Moravian College
1200 Main Street
Bethlehem, PA 18018
Phone: (215) 861-1510
No. 20476 2 P

KLIPPENSTEIN, Stacy S.
Rimrock Hall Director
Eastern Montana College
EMC, 1500 N. 30
Billings, MT 59101
Phone: (406) 657-2333
No. 14861 5 S

KLOPFENSTEIN, David E.
Chair, Dept Coll Student Affai
Azusa Pacific University
PO Box APU
Azusa, CA 91702-7000
Phone: (818) 969-3434
No. 17202 6 P

KNIOLA, David J.
518 North Hudson
Lowell, MI 49331
Phone: (616) 897-7804
E-mail: DKniola@vela.acs.oakland.edu
No. 17673 4E S

KNIPFING, Vincent
Vice President-Student Affairs
Loyola University
6363 St Charles Street, Box 13
New Orleans, LA 70118
Phone: (504) 865-3030
No. 2360 3 V

KNIPPELMEYER, Rebecca
Dir-Support Svcs for Acad Prog
Azusa Pacific University
901 E. Alosta, P.O. Box 7000
Azusa, CA 91702-7000
Phone: (818) 815-6000
Fax: (818) 969-7180
No. 9476 6 P

KNOBLE, Carol M.
Coordinator Residence Ed
Slippery Rock University
Residence Ed Dept
Slippery Rock, PA 16057
Phone: (412) 738-2695
E-mail: CMK@SRUVM.SRU.Edu
No. 14278 2 P

KNOLL, Dorothy
Dean of Student Services
Univ of Kansas-Medical Center
3901 Rainbow Blvd
Kansas City, KS 66160-7190
Phone: (913) 588-4698
No. 2145 4W V

KNOPKE, Harry J.
Vice President-Student Affairs
University of Alabama
Box 870116
Tuscaloosa, AL 35487 0116
Phone: (205) 348-8272
E-mail: CDUNCAN@BAMANET.UA.EDU
No. 2056 3 V

KNOTH, Christopher
Resident Director
Drexel University
203 North 34th Street
Philadelphia, PA 19104
Phone: (215) 590-8802
No. 15986 2 P

KNOWLES, Eddie
Dean of Students
Rensselaer Polytechnic Inst
100 Troy Bldg
Troy, NY 12180-3590
Phone: (518) 276-6268
No. 5545 2 P

KNOX, Carl W.
3205 N.E. 6th Drive
Boca Raton, FL 33431
No. 11331 3 H

KOCET, Michael M.
Assistant Hall Director
Bowling Green State University
425 Student Services Building
Bowling Green, OH 43403
Phone: (419) 372-2976
No. 21933 4E S

KOCH, Linda D.
Vice President Student Affairs
Lock Haven University
311 Sullivan Hall
Lock Haven, PA 17745
Phone: (717) 893-2022
No. 2086 2 V

KOCHARD, Beverly J.
Vice President Student Affairs
Moravian College
1200 Main Street
Bethlehem, PA 18018
Phone: (215) 861-1503
No. 956 2 V

KOCHNER, Curt
Director Student Life/Housing
Eastern Montana College
1500 North 30th
Billings, MT 59101
Phone: (406) 657-2333
Fax: (406) 657-2388
E-mail: SUA_KOCHNER@VIND.EMCMT.EDU
No. 14806 5 P

KOEDDING, Karen Ambrose
Asst to Sr VP-Off of Stu Life
St. John's University
300 Howard Avenue
Staten Island, NY 10301
Phone: (718) 380-4443
No. 930013 2 P

KOEHL, Laura A.
Vice Pres-Student Development
Thomas More College
Student Life Office
Crestview Hills, KY 41017
Phone: (606) 344-3312
No. 2726 3 V

KOENICK, Ruth Anne
Coord Sexual Assault Services
Rutgers University
301 Van Nest Hall
New Brunswick, NJ 08903
Phone: (908) 932-1181
No. 19656 2 P

KOETT, Kevin S.
Assistant Director
New York Chiropractic College
Box 800
Seneca Falls, NY 13148
Phone: (315) 568-3054
No. 19277 2 A

KOGER, Ron R.
Asst VP Enrollmnt Srvcs
University of Alabama
119 University Center
Huntsville, AL 35899
Phone: (205) 895-6426
No. 18474 3 P

KOHAN, Ted
Associate VP, Administration
Ohio University
Cutler Hall 209
Athens, OH 45701
Phone: (614) 593-2557
No. 1074 4E P

KOHBERGER, Kenneth
124 W 73rd Street Apt. #7
New York, NY 10023
Phone: (212) 595-3440
No. 20575 2 SMN

KOLENDA, Richard
Assistant Director of Housing
SUNY College Oswego
Oswego, NY 13126
Phone: (315) 341-2246
No. 46 2 P

KOLLAR, Kathy
1 Brooks Lane
Mansfield, PA 16933
Phone: (717) 662-2395
No. 21460 2 S

KOLLROSS, Crystal
3822 Evans Street #4
Los Angeles, CA 90027
Phone: (213) 259-2629
No. 21755 6 S

KOLLS, Susan M.
Coord Engineering Student Serv
Northeastern University
220 Snell
Boston, MA 02115
Phone: (617) 437-2154
No. 12065 1 P

KOLODZINSKI, Terrell
Dean for Students
Pace University
Bedford Road
Pleasantville, NY 10570
Phone: (914) 773-3351
No. 1201 2 P

KOMADA, Nancy
Dir. for Student Development
St. Joseph's University
5600 City Avenue
Philadelphia, PA 19131-1395
Phone: (215) 660-1073
Fax: (215) 660-1069
No. 21343 2 P

KOMANECKY, Barbara M.
1770 N. Freen Valley Parkway
Henderson, NV 89014
Phone: (502) 762-3386
No. 20456 5 S

KOMIVES, Susan R.
Associate Professor
Univ of Maryland-College Park
3214 Benjamin Bldg
College Park, MD 20742
Phone: (301) 405-2870
Fax: (301) 405-9995
E-mail: SK22@umail.umd.edu
No. 1101 2 P

KONDRITZ, Brent
Residence Hall Director
Univ. of Nebraska - Kearney
Mantor Hall Director's Apt.
Kearney, NE 68849
Phone: (308) 237-9336
E-mail: KONDRITZB@PLATTE.UNK.EDU
No. 21248 4W S

KONECNY, Kevin S.
St. Francis Friary
58 Weybosset Street
Providence, RI 02903
Phone: (401) 331-6510
No. 17339 1 S

KONTZ, Larry D.
Director, Student Life
St. Mary's University
Office of Student Activities
St. Mary's City, MD 20686
Phone: (301) 862-0209
No. 21157 2 P

KONWERSKI, Jeri Lyn
Resident Director
George Washington University
2222 I Street, N.W., #105
Washington, DC 20037-2331
Phone: (202) 994-5960
No. 19831 2 P

KONYAK, Daniel M.
209 Pratt Court
Sewell, NJ 08080
Phone: (609) 256-1019
No. 20639 2 S

KOOPMANN, Ann F.
335 West 8th
Crete, NE 68333
Phone: (402) 826-2790
No. 21249 4W S

KOPCHICK, Charlene
Director of Health Education
Ohio University
216 Hudson Health Center
Athens, OH 45701
Phone: (614) 593-4742
No. 12884 4E P

KOPERSKI, Laura A. Bayless
P.O. Box 7024
Radford, VA 24142
Phone: (703) 831-5436
No. 14881 3 P

KOPITA, Ronald
Vice President-Student Affairs
California St Univ-Northridge
18111 Nordhoff Street
Northridge, CA 91330-8239
Phone: (818) 885-2391
Fax: (818) 885-3610
No. 2488 6 V

KOPPLIN, Holly
7642 West 95th Street Apt. B
Overland, KS 66212
Phone: (913) 648-4337
No. 18518 4W S

KORFHAGE, Mary
Dir. Institutional Research
University of Texas-Dallas
PO Box 830688 /Mail Sta. AD-26
Richardson, TX 75083-0688
Phone: (214) 690-2209
E-mail: KORFHAGE@UTDALLAS
No. 335 3 P

KORUS, Virginia
Director of Counseling
Northwest College
231 West Sixth Street
Powell, WY 82435
Phone: (307) 754-1049
No. 20604 4W P

KOSEMPEL, JR., Paul Jacob
Grad. Intern, Stu. Activities
University of Denver
Stu Act Off/2055 E. Evans Ave.
Denver, CO 80210
Phone: (303) 871-3111
Fax: (303) 871-4488
No. 21033 4W S

KOSHORK, Lori A.
Western Michigan University
1818 Hillcrest
Grand Haven, MI 49417
Phone: (616) 842-9423
No. 20496 4E S

KOSTEN, Linda A.
2290 S. Vine St. #727
Denver, CO 80210
Phone: (303) 871-2721
No. 20801 4W S

KOSTER, Leslie
64 Webster St
West Newton, MA 02165
Phone: (213) 740-6628
No. 20123 1 S

KOTCH, Moira E.
Area Coordinator
Trinity University
715 Stadium Dr. #385
San Antonio, TX 78212-7200
Phone: (210) 736-7219
No. 18532 3 P

KOTTER, Marie L.
Vice President-Student Serv.
Weber State University
Stu. Affairs/Harrison Blvd.
Ogden, UT 84408-1003
Phone: (801) 626-6008
Fax: (801) 626-7922
E-mail: WSMkotter@cc.weber.edu
No. 2329 5 V

KOVAC, Dave
3145 NW Manzanita Place
Corvallis, OR 97330
Phone: (503) 737-6830
No. 6846 5 P

KOVACH, Ronald J.
Dean of Student Development
Illinois Benedictine College
5700 College Road
Lisle, IL 60532
Phone: (708) 960-1500
No. 8331 4E V

KOWALSKI, Gerard J.
Director - Residence Education
VA Polytech & State Univ
109 East Eggleston Hall
Blacksburg, VA 24061-0428
Phone: (703) 231-6204
No. 1274 3 P

KOWPAK, Corinne P.
Dean of Students
Springfield College
263 Alden Street
Springfield, MA 01109
Phone: (413) 748-3000
No. 708 1 V

KOZIL, Cindy T.
Associate Dean Student Affairs
Dean Junior College
99 Main Street
Franklin, MA 02038
Phone: (508) 528-9100
No. 20402 1 P

KRAGER, LuAnn L.
Asst. VP for Student Affairs
Central Missouri State Univ.
University Union 307
Warrensburg, MO 64093-5172
Phone: (816) 543-4464
Fax: (816) 543-4181
No. 11505 4W P

KRAKOWIAK, Joseph J.
Director-University Res Halls
SUNY Buffalo
479 Redjacket
Amherst, NY 14226
Phone: (716) 636-2259
No. 9724 2 P

KRAMER, Elizabeth M.
Dean of Students
Rockhurst College
5225 Troost
Kansas City, MO 64110
Phone: (816) 926-4125
No. 77 4W V

KRAMER, Gary L.
Associate Dean of Admissions
Brigham Young University
B-238 ASB
Provo, UT 84602
Phone: (801) 378-4640
Fax: (801) 378-4264
E-mail: Gary_Kramer@BYU.Edu
No. 445 5 P

KRAMER, Keith
Assistant Dean of Students
Waldorf College
Campus Center
Forest City, IA 50436
Phone: (515) 582-2450
No. 11140 4E P

KRAMPER, Brenda J.
3278 Cosmic Circle #2
Memphis, TN 38115
Phone: (901) 678-3717
No. 20326 3 S

KRASNOO, Linda M.
Assistant Director
Providence College
110 Joseph Hall
Providence, RI 02918
Phone: (401) 865-2392
No. 19284 1 P

KRAUTH, Stephanie
Graduate Assistant
Iowa State University
310 Alumni Hall
Ames, IA 50010
Phone: (515) 294-0801
No. 21416 4E S

KRAUTMANN, Carol
500 W Prospect #21A
Fort Collins, CO 80526
No. 18682 4W S

KRAVAS, K.J. Gus
Vice Provost-Student Affairs
Washington State University
French Administration Bldg 332
Pullman, WA 99164-1032
Phone: (509) 335-4531
E-mail: KRAVASG@WSUVM1
No. 1956 5 V

KRAVITZ, Peggy
Director, Orientation Programs
Univ of Southern California
Topping Stu Ctr.,Univ PkMC0921
Los Angeles, CA 90089
Phone: (213) 740-7767
No. 1428 6 P

KREBS, Eva C.
Dir, Student Admin Services
Rider University
2083 Lawrenceville Road
Lawrenceville, NJ 08648
Phone: (609) 896-5103
No. 11898 2 P

KREBS, Victoria Lee
Assistant Director
Vanderbilt University
P.O. Box 1677, Station B
Nashville, TN 37235
Phone: (615) 322-2591
No. 10522 3 P

KREIDLER-PHANEUF, Holly
39 Shadow Drive
Fitchburg, MA 01420
Phone: (508) 345-2151
No. 19871 1 P

KREIER, Kristi S.
Administrative Coordinator
Sam Houston State University
P.O. Box 2237
Huntsville, TX 77341
Phone: (409) 294-1780
Fax: (409) 294-3818
No. 21633 3 P

KRELL, Henry
Dean of Students
William Paterson College
300 Pompton Road
Wayne, NJ 07470
Phone: (201) 595-2179
No. 2761 2 V

KRESS, Timothy D.
6317 North Kenmore Avenue #310
Chicago, IL 60660-1625
Phone: (312) 764-0464
No. 20737 4E S

KRETSCHMER, Kathryn
Dir. of New Student Orient
University of Kansas
45 Strong Hall
Lawrence, KS 66045
Phone: (913) 864-3911
No. 11458 4W P

KREUTZER-BARAGLIA, Lynne
Administrative Dean
West Suburban Coll of Nursing
Erie at Austin
Oak Park, IL 60302
Phone: (708) 383-6200
No. 9587 4E V

KRIDLER, James
Dean of Students
Alma College
614 W. Superior St.
Alma, MI 48801
Phone: (517) 463-7333
E-mail: kridler@alma.edu
No. 632 4E V

KRIEGER, DeAnn
5118 Golden West Avenue
Temple City, CA 91780
Phone: (818) 286-5493
No. 20504 6 S

KRIEGER, William J.
1240 S. Main Street
Chambersburg, PA 17201
Phone: (717) 532-1560
No. 19984 2 S

KRIVOSKI, James F.
Associate Dean of Students
Lafayette College
Farinon College Center
Easton, PA 18042
Phone: (610) 250-5335
No. 8231 2 P

KROHN, Jennifer R.
Assoc. Dean of Student Affairs
Grinnell College
Box 805
Grinnell, IA 50112
Phone: (515) 269-3702
Fax: (515) 269-3710
E-mail: Krohn@Admin.Grin.Edu
No. 15602 4E P

KROHNE, Carryl
President
Kappa Alpha Theta Fraternity
98 Chestnut Dr.
Gilford, NH 03246
Phone: (317) 876-1870
No. 7214 1 SMN

KROLL, Diane M.
Associate Dean of Students
Knox College
1175 N Broad St
Galesburg, IL 61401-2728
Phone: (614) 363-0375
No. 15958 4E P

KRONES, Sandra
1329 Sycamore Rd #152
Dekalb, IL 60115
Phone: (815) 756-9810
No. 18662 4E S

KRUEMPEL, Beverly
Dir-Career Planning/Placement
Iowa State University
2519 Timberland Road
Ames, IA 50010
Phone: (515) 294-7246
No. 9475 4E P

KUCHLER, Sandra
Associate Dean of Students
Cal State Univ-San Marcos
San Marcos, CA 92096-0001
Phone: (619) 752-4935
No. 14804 6 P

KUCHON, Patricia
Vice Chancellor-Student Afrs.
Seton Hall University
400 South Orange Ave
South Orange, NJ 07079
Phone: (201) 761-9075
No. 9425 2 V

KUDER, James M.
Vice Chancellor/Student Affair
University of Kentucky
529 Patterson Office Tower
Lexington, KY 40506-0027
Phone: (606) 257-1911
No. 1991 3 V

KUH, George
Educat. Ldrshp & Policy Studi.
Indiana University
Wright Ed Bldg Room 4258
Bloomington, IN 47405-1006
Phone: (812) 856-8383
Fax: (812) 856-8440
E-mail: Kuh@ucs.indiana.edu
No. 386 4E P

KUHLMAN, Ronald R.
Associate Dean Students
Ohio Northern University
McIntosh Center
Ada, OH 45810
Phone: (419) 772-2430
No. 18516 4E P

KUK, Linda
Vice President-Student Affairs
Rochester Inst of Technology
44 Lomb Memorial Drive
Rochester, NY 14623-5604
Phone: (716) 475-2267
Fax: (716) 475-7065
E-mail: LSKVSA@isc.rit.edu
No. 1730 2 V

KULIK, Donna E.
1850 E. Emmaus Avenue
Allentown, PA 18103
Phone: (215) 435-6048
No. 20765 2 S

KULLER, Thomas
Campus Minister
Loyola College
4501 N. Charles St
Baltimore, MD 21210
Phone: (410) 617-2221
No. 19373 2 P

KULM, Ron
Director Student Services
Treasure Valley Comm. Coll.
650 College Blvd
Ontario, OR 97914
Phone: (503) 889-6493
No. 20193 5 A

KUMMER, Kimberley
University of Vermont
Robinson Hall, Redstone Campus
Burlington, VT 05405
Phone: (802) 656-7927
No. 19714 1 S

KUNCL, Wayne T.
Director of Housing
U of No. Carolina-Chapel Hill
Carr Bldg CB #5500
Chapel Hill, NC 27599-5500
Phone: (919) 962-5405
No. 1383 3 P

KUNZMANN, Terie
Director of Residence Life
La Roche College
9000 Babcock Boulevard
Pittsburgh, PA 15237-5898
Phone: (412) 367-9300
Fax: (412) 367-9277
No. 19877 2 P

KUS, Karen M.
9 Leonard St
Foxboro, MA 02035-2951
No. 11557 1 SMN

KUSTER, Brian W.
Asst Director-Residence Life
Western Kentucky University
#1 Big Red Way
Bowling Green, KY 42101-3576
Phone: (502) 745-2037
Fax: (502) 745-2036
No. 10397 3 P

KUSZAJ, Jack
Associate Dean of Students
Wheaton College
East Main St
Norton, MA 02766
Phone: (508) 285-7722
No. 880803 1 P

KUUSISTO, Larry A.
Dean of Student Affairs
Northwestern Coll. of Chiropr.
2501 W. 84th Street
Bloomington, MN 55431
Phone: (612) 885-5405
Fax: (612) 888-6713
No. 21964 4E A

KVIDT, Robert J.
Director of Admissions
Saint Martin's College
5300 Pacific Ave SE
Lacey, WA 98503
Phone: (206) 438-4311
No. 21220 5 P

KWIATOWSKI, Michael
Student
Claremont Graduate School
16213 Sierra Pass Way
Hacienda Heights, CA 91745
Phone: (213) 485-4471
No. 16806 6 S

KYTE, Marilee
Director - Life Skills Center
Cornell College
600 1st Street West
Mt. Vernon, IA 52314
Phone: (319) 895-4484
No. 20462 4E P

L

La BOUY, Helen A.
Director, Career Devlp Ctr
Seattle University
Broadway & Madison
Seattle, WA 98122
Phone: (206) 296-6080
No. 16893 5 P

La LANCE, Robert C.
Vice President-Student Affairs
Middle Tennessee State Univ
P.O. Box 30
Murfreesboro, TN 37132
Phone: (615) 898-2440
Fax: (615) 898-5112
No. 1153 3 V

LaFAYETTE, Lee Noel
Coord. of Admissions (Nursing)
Columbia University
630 W 168th Street
New York, NY 10032
Phone: (212) 305-5439
No. 20769 2 P

LaFOND, Janelle
Assoc. Dir. Bus. Career Ctr.
University of Washington
202 Lewis Hall, DJ - 10
Seattle, WA 98195
Phone: (206) 685-4720
No. 21839 5 P

LaFOND, Leslie
Dean of the College
Vermont Technical College
Student Affairs
Randolph Center, VT 05061
Phone: (802) 728-3391
Fax: (802) 728-3391
No. 5593 1 V

LaFOUNTAINE, Edward
Dean of Students
Keuka College
Office of Student Affairs
Keuka Park, NY 14478
Phone: (315) 536-5215
No. 12718 2 A

LaROSA, Darlene
Director of Student Center
Bergen Community College
400 Paramus Rd. A-115
Paramus, NJ 07652
No. 18118 2 P

LaROSA, Richard E.
Assoc. Dir., Residential Life
Temple University
321 SAC/ 13th & Montgomery Ave
Philadelphia, PA 19122
Phone: (215) 787-7184
No. 4892 2 P

LaROSE, Michelle Lyn
Career Counselor
Binghamton University
P.O. Box 6013
Binghamton, NY 13902-6013
Phone: (607) 777-4599
Fax: (607) 777-4499
E-mail: LAROSEM@BINGVAXA
No. 21309 2 P

LABEDZ-POLL, Marita
Director of Greek Affairs
University of Rochester
020 Gates Wing, SBA Hall
Rochester, NY 14627
Phone: (716) 275-3167
No. 15155 2 P

LACHMAN, Kimberly
400 East 53rd St. #4C
New York, NY 10022
Phone: (212) 481-7764
No. 17237 2 S

LACKEY, Nancy S.
Dean of Students
Centre College
Walnut Street
Danville, KY 40422
Phone: (606) 236-5211
No. 366 3 V

LACROIX, Kristine
Asst Dir. Career Planning
Quinnipiac College
Mt. Carmel Ave
Hamden, CT 06518
Phone: (203) 281-8680
No. 17304 1 P

LADIG, R. Dale
Director-Residential Life
Bemidji State University
Walnut Hall
Bemidji, MN 56601
Phone: (218) 755-3750
No. 3508 4E P

LAGANA, Brandon T.
2900 Silvertree Lane #3
Muncie, IN 47304
Phone: (317) 285-7808
No. 20583 4E S

LAKER, Jason A.
Residence Dir. for Education
Fort Lewis College
P.O. Box 7248
Durango, CO 81301
Phone: (303) 247-7476
E-mail: HALL_DIR1@FLC.colorado.edu
No. 21911 4W P

LAMANTIA, Bernardine
Dean of Students
Columbia-Greene Community College
P.O. Box 1000
Hudson, NY 12534
Phone: (518) 828-4181
No. 2508 2 V

LAMAR, JR., Aaron
Assoc.VP & Dean-Student Affairs
Univ of Alabama-Birmingham
531 University Center
Birmingham, AL 35294
Phone: (205) 934-3424
No. 3510 3 P

LAMAS, Frank
Assoc. Dean of Student Affairs
Western Maryland College
2 College Hill
Westminster, MD 21157
Phone: (410) 857-2240
No. 4513 2 P

LAMB, Christopher
Coord. of Student Development
Cal Poly - San Luis Obispo
Tenaya Hall, CSD Apt.
San Luis Obispo, CA 93410-1600
Phone: (513) 873-3510
No. 18435 6 P

LAMB, Gail A.
Director of Student Affairs
Mennonite College of Nursing
804 N. Est St
Bloomington, IL 61701
Phone: (309) 829-0715
No. 16879 4E V

LAMB, LeeAnna
Asst. Dir., Residence Life
The University of Tulsa
2821 East 8th Street
Tulsa, OK 74104
Phone: (918) 631-2514
Fax: (918) 631-2033
No. 10832 4W P

LAMB, Stephan
Asst. to VP for Stu. Affairs
Cal Polytech State University
Hillcrest
San Luis Obispo, CA 93407
Phone: (805) 756-1521
Fax: (805) 756-5907
E-mail: du248@oasis.calpoly.edu
No. 8003 6 P

LAMB, William D.
Dean of Students
Northern Kentucky University
Dean of Students Office
Highland Heights, KY 41099
Phone: (606) 572-6376
No. 8517 3 P

LAMBERT, Stephen E.
Director, Career Dvlpmt Office
Plymouth State College
Bagley House
Plymouth, NH 03264
Phone: (603) 535-2336
No. 17480 1 P

LAMOUREAUX, Gary P.
Dean of Student Services
Berkshire Community College
West Street
Pittsfield, MA 01201
Phone: (413) 499-4660
No. 640 1 V

LAMPE-GROH, Jane
Dean of Student Affairs
Wilkes University
Box 111
Wilkes-Barre, PA 18766
Phone: (717) 824-4651
No. 14431 2 A

LAMPKIN, Patricia
Associate Dean of Students
University of Virginia
Dabney House
Charlottesville, VA 22904
Phone: (804) 924-3736
No. 6943 3 P

LAMPKINS, Larissa
Graduate Assistant
Iowa State University
301 Beardshear Hall
Ames, IA 50011
Phone: (515) 294-6338
No. 21397 4E S

LAMPLEY, Fannie L.
Dean of Students
Rust College
150 East Rust Ave
Holly Springs, MS 38635
Phone: (601) 252-8000
Fax: (601) 252-6107
No. 6494 3 V

LANCASTER, James M.
Asst VC - Student Affairs
U of No. Carolina-Greensboro
149 Mossman Building
Greensboro, NC 27412
Phone: (919) 334-5513
Fax: (910) 334-7004
E-mail: lancaste@iris.uncg.edu
No. 9442 3 P

LAND, Deanna K.
Dean of Students
University of Central Oklahoma
100 N. University Drive
Edmond, OK 73034
Phone: (405) 341-2980
Fax: (405) 341-4964
No. 12939 4W P

LANDERS, Renee'
Asst. Director/Residence Life
Mansfield University
120 Pinecrest Manor
Mansfield, PA 16933
Phone: (717) 662-4935
No. 14913 2 A

LANDRY, Jeffrey M.
Area Coordinator
Hamilton College
198 College Hill Rd.
Clinton, NY 13323
Phone: (315) 859-4448
No. 18400 2 P

LANDRY, Norman
Dean of Student Affairs
Northern Essex Comm College
Elliott Way
Haverhill, MA 01830
Phone: (508) 374-3625
No. 10567 1 V

LANDRY, Patricia M.
Director of Residence Life
Fairfield University
Dept. of Residence Life
Fairfield, CT 06430
Phone: (203) 254-4215
No. 15813 1 P

LANDUYT, Noel
Student Development Specialist
The Univ. of TX - Austin
P.O. Box 7849
Austin, TX 78713
Phone: (512) 471-1201
Fax: (512) 471-7833
No. 21840 3 S

LANE, Carol Ann
Program Advisor
Texas Christian University
Box 32919
Fort Worth, TX 76129
Phone: (817) 921-7926
Fax: (817) 921-7333
No. 7025 3 P

LANE, JR., Jim
Student Affairs Administrator
University of Texas-Austin
Texas Union 4-304
Austin, TX 78713-7338
Phone: (512) 471-3065
Fax: (512) 471-6273
No. 11387 3 P

LANE, Vernon K.
Dean of Students
Philander Smith College
812 W. 13th St
Little Rock, AR 72202
Phone: (501) 370-5355
No. 16082 4W A

LANGE, Douglas K.
Dean of Students
SD School of Mines & Tech.
501 E St. Joseph Street
Rapid City, SD 57701-3995
Phone: (605) 394-2416
E-mail: dlange@silver.sdsmt.edu
No. 2123 4W V

LANGE, Heather
Coordinator
Manhattan College
Career Srvcs & Cooperative Ed
Riverdale, NY 10471
Phone: (718) 920-0399
No. 17089 2 P

LANGELLE, Mary Ann
Dir., Special Freshman Progr.
College of Staten Island
2800 Victory Blvd/Bldg1L Rm117
Staten Island, NY 10314
Phone: (718) 982-3961
No. 21350 2 P

LANGLIE, Mary L.
Asst Director Residence Life
Syracuse University
304 Steele Hall
Syracuse, NY 13244-1120
Phone: (315) 443-3637
No. 17872 2 P

LANGSTON, Timothy L.
Dean for Student Affairs
Indiana Univ-Purdue Univ
620 Union Drive Suite 129
Indianapolis, IN 46202
Phone: (317) 274-2546
No. 1462 4E V

LANGTON, Peter
Resident Director
George Washington University
514 19th Street NW
Washington, DC 20006
No. 16031 2 P

LANHAM, Chris
Assistant Director
McLennan Community College
1400 College Drive
Waco, TX 76708
Phone: (817) 750-5721
No. 20296 3 P

LANHAM, Janet
Vice President-Student Affairs
Eastern Nazarene College
23 E. Elm Avenue
Quincy, MA 02170
Phone: (617) 773-6350
No. 12649 1 A

LANIER, William J.
Director Residence Life
Northern Montana College
P.O. Box 7751
Havre, MT 59501
Phone: (406) 265-3760
No. 6361 5 V

LANNING, Morris
Vice President Student Affairs
Concordia College
Student Affairs Office
Moorhead, MN 56560
Phone: (218) 299-3455
Fax: (218) 299-3947
No. 558 4E V

LAPCHICK, Richard
Director
Northeastern University
360 Huntington Ave 161 CP
Boston, MA 02115
Phone: (617) 373-4025
No. 20317 1 P

LAPLANTE, Marilyn J.
Dean Of Students
Kalamazoo College
1200 Academy
Kalamazoo, MI 49007
Phone: (616) 337-7209
No. 9601 4E A

LARAIA, Robert S.
24 Park Place Apt 15D
Hartford, CT 06106
Phone: (203) 951-1291
No. 19043 1 S

LARIMORE, James A.
Asst Dean of Student Affairs
Stanford University
Old Union Clubhouse - Room 12
Stanford, CA 94305-3064
Phone: (415) 725-6944
Fax: (415) 725-6227
E-mail: CM.JAL@FORSYTHE.
STANFORD.EDU
No. 10476 6 P

LARKIN, George
Vice President-Student Affairs
New Hampshire College
2500 N River Road, South
Manchester, NH 03106-1045
Phone: (603) 668-2211
No. 1719 1 V

LARKIN, William V.
Dean of Students
Widener University
One University Place
Chester, PA 19013
Phone: (610) 499-4386
Fax: (610) 876-9751
E-mail: williamv.larkin@cyber.
widner.edu
No. 303 2 V

LARSEN, Bobbi J.
Asst. Dir. Residence Life
University of NE at Kearney
Office of Residence Life
Kearney, NE 68849
Phone: (308) 234-8519
No. 20565 4W P

LARSEN, Ron
Chairman of Counselling
Keyano College
8115 Franklin Ave, Ft McMurray
Alberta, Canada T9H 2H7
Phone: (403) 791-4969
No. 2303 5 V

LARSEN, Sallie
Stu. Leadership Dev. Coord.
Brigham Young University
431 ELWC
Provo, UT 84602
Phone: (801) 378-3566
No. 21717 5 P

LARSON, Jeffrey C.
Director, Events
Univ. of WA - Alumni Assoc.
1415 North East 45th Street
Seattle, WA 98105
Phone: (206) 543-0540
Fax: (206) 685-0611
No. 20661 5 P

LARSON, Paul
Dean of Student Life
Pillsbury College
315 South Grove Street
Owatonna, MN 55060
Phone: (507) 451-2710
No. 20393 4E A

LARSON, Roberta
Director Grad Student Services
Indiana University
10th & Fee Lane Rm 254
Bloomington, IN 47405
Phone: (812) 855-8006
Fax: (812) 855-9039
No. 930016 4E P

LARSON, Warren
Director Residence Life
Briar Cliff College
3303 Rebecca Street
Sioux City, IA 51104
Phone: (712) 279-5494
No. 21207 4E P

LASEK, Margie
Dir of Student Activities
Collin Co. Community College
2800 E Spring Creek Pkwy
Plano, TX 75074
Phone: (214) 881-5787
E-mail: 2SMLASEK@EXPRESS.CCCCD.EDU
No. 10973 3 P

LASH, Christine F.
c/o Prestwood
3615 Hearn
Phoenix, AZ 85023
Phone: (602) 543-3421
E-mail: IDCFL@ASUVM.INRE.ASU.EDU
No. 16878 6 S

LASKY, Lorena M.
Residence Hall Director
University of North Texas
P.O. Box 13617
Denton, TX 76203
Phone: (817) 565-4955
Fax: (817) 369-8796
No. 21383 3 P

LASSAHN, Eric
Residence Hall Director
University of Maryland
Office of Residential Life
Baltimore, MD 21228
Phone: (410) 455-1701
No. 19313 2 S

LASSITER, Jack
VC University Relations
Univ of Arkansas-Monticello
PO Box 3520
Monticello, AR 71656-3520
Phone: (501) 460-1024
No. 17088 4W V

LASTITION, Mark C.
Alumni Coordinator
Case Western Reserve Univ.
10900 Euclid Avenue
Cleveland, OH 44106-7035
Phone: (216) 368-2416
Fax: (216) 368-6872
E-mail: mcl2@po.cwru.edu
No. 21039 4E P

LATRONICA, Carol A.
Lock Haven University
267 Susquehanna Ave
Lock Haven, PA 17745-1026
Phone: (717) 893-2318
No. 9017 2 P

LATTA, Stan
Director, Student Life
Pennsylvania State University
205 Hetzel Union Bldg.
University Park, PA 16802
Phone: (814) 863-9755
No. 836 2 P

LAU, Cally J. Pettenger
Student Support Specialist
Pacific Oaks College
5 Westmoreland Place
Pasadena, CA 91103
Phone: (818) 397-1376
No. 18546 6 P

LAU, Gerald Ken Hin
Career Counselor
University of Hawaii-Manoa
566 Kapaia St
Honolulu, HI 96825
Phone: (808) 956-8136
No. 18712 6 P

LAU, Irene
24 Fairfield Street
Buffalo, NY 14214
Phone: (716) 862-0271
No. 20571 2 S

LAUDEMAN, Kent A.
Registrar
Indiana University
PO Box 7111,1700 Mishawaka Ave
South Bend, IN 46634
Phone: (219) 237-4454
No. 17175 4E P

LAUGHLIN, Anne
708 White Farm Road
Indiana, PA 15701
Phone: (412) 463-8648
No. 21528 2 S

LAUGHLIN, Virginia
Executive Vice President
Bergen Community College
400 Paramus Road
Paramus, NJ 07652
Phone: (201) 447-7205
No. 1816 2 V

LAUTER, Charles F.
Dean of Students
Lawrence University
Box 599
Appleton, WI 54912
Phone: (414) 832-6530
Fax: (414) 832-6884
E-mail: LauterC@Lawrence.Edu
No. 1634 4E V

LAUXMAN, L.G.
Director, Recreational Sports
Southeast MO State University
Student Recreation Ctr MS 7100
Cape Girardeau, MO 63701
Phone: (314) 651-2105
Fax: (314) 651-5054
No. 20898 4W P

LAVIGNE, Suzanne M.
Residence Coordinator
U of No. Carolina-Charlotte
Scott Hall, Housing Dept.
Charlotte, NC 28223
Phone: (704) 547-2129
E-mail: arl00sml.unccvm.uncc.edu
No. 17387 3 P

LAWHORN, Glenda
Vice President-Student Affairs
Edinboro University of PA
Reeder Hall
Edinboro, PA 16444
Phone: (814) 732-2825
No. 7287 2 V

LAWLER, Michelle A.
Asst. to Associate Dean
Southern Connecticut St Univ
180 Pine Rock Ave. Apt. 108
Hamden, CT 06514
Phone: (203) 397-4442
Fax: (203) 397-4110
No. 20005 1 P

LAWRENCE, Kristen E.
2505 5th Street #222
Davis, CA 95616
Phone: (916) 757-6407
No. 21952 6 A

LAWRENCE, Michael
Director Housing & Res Life
Southern Methodist University
PO Box 215
Dallas, TX 75275
Phone: (214) 768-2422
Fax: (214) 768-4005
No. 15367 3 P

LAWRENCE, Molly M.
Dir Student Financial Services
University of Alabama
Box 870162 100 East Annex Bldg
Tuscaloosa, AL 35487-0162
Phone: (205) 348-6758
No. 8728 3 P

LAWRENCE, Rebecca S.
Assistant Director
University Colorado-Boulder
UMC 231 Box 207
Boulder, CO 80309-0207
Phone: (303) 492-6366
No. 20311 4W A

LAWS, John R.
Dir of Recreational Sports
Hendrix College
1601 Harkrider St Mabee Ctr
Conway, AR 72032-3080
Phone: (501) 329-1383
No. 12419 4W P

LAWSON, Kenneth
Associate VP-Student Affairs
University of Central Florida
P.O. Box 160160
Orlando, FL 32816-0160
Phone: (407) 823-2628
No. 3525 3 P

LAZAR, Stephen H.
Dean of Student Affairs
Albert Einstein College of Med
1300 Morris Park Avenue
Bronx, NY 10461
No. 1886 2 A

Le MOAL, Michele J.
Dean of Students
Dowling College
150 Idle Hour Blvd
Oakdale, NY 11769
Phone: (516) 244-3085
No. 17079 2 V

LeBLANC, Virginia
Student Development Specialist
The Univ. of Texas at Dallas
SU 21 Box 830688
Richardson, TX 75083
Phone: (214) 690-2070
Fax: (214) 690-2112
No. 21670 3 P

LeCLAIRE, Joyce
Dean of Advising/Student Svcs
Metropolitan State University
730 Hennepin Ave
Minneapolis, MN 55403-1897
Phone: (612) 373-2712
Fax: (612) 373-2751
E-mail: joyceleclaire@metro2.metro.msus.edu
No. 11693 4E V

LeVEEN, Julie
1874 Commonwealth Ave #11
Brighton, MA 02135
Phone: (508) 793-3363
No. 19977 1 P

LEARY, Jose
711 Carroll Street #2L
Brooklyn, NY 11215
Phone: (212) 998-4461
Fax: (212) 995-4155
No. 19049 2 S

LEARY, Timothy P.
Asst. VP for Student Develop.
Loyola College
4501 N. Charles Street
Baltimore, MD 21210
Phone: (410) 617-2762
No. 15713 2 P

LEASE, Thomas R.
VP and Dean-Student Affairs
Avila College
11901 Wornall Rd.
Kansas City, MO 64145
Phone: (816) 942-8400
No. 9683 4W V

LEAVITT, Anne L.
Asst. Vice Provost Stu. Aff.
University of Oregon
364 Oregon Hall
Eugene, OR 97403
Phone: (503) 346-1129
Fax: (503) 346-5811
E-mail: Anne_Leavitt@stuaffairs
No. 12231 5 P

LEBRON, Mariana
Hall Director
Oklahoma State University
Parker Hall
Stillwater, OK 74077
Phone: (405) 744-5896
No. 21510 4W S

LECKRONE, Brian D.
Greek Affairs Advisor
American University
4400 Mass Ave, NW MGC 220
Washington, DC 20016-8118
Phone: (202) 885-3300
No. 11725 2 P

LEDEWITZ, Jeffrey H.
Exec VP & VP of Student Life
Embry-Riddle Aeronautical Univ
600 S. Clyde Morris Blvd
Daytona Beach, FL 32114-3900
Phone: (904) 226-6196
No. 2093 3 V

LEDUC, Michel
Dir. General-Student Affairs
University of Ottawa
85 University Street, Rm 313
Ottawa Canada K1N 6N5
Phone: (613) 564-9249
Fax: (613) 564-9802
E-mail: MLEDUC@ACADVM1.
UOTTAWA.CA
No. 1759 4E V

LEE, Elwyn C.
Vice President Student Affairs
Univ of Houston-Univ Park
4800 Calhoun, Room 114E
Houston, TX 77204-2161
Phone: (713) 743-5390
No. 2563 3 V

LEE, Felicia J.
Coord, Center for Women/Ethnic
Cal Polytech State University
San Luis Obispo, CA 93407
Phone: (805) 756-2600
No. 15037 6 P

LEE, James R.
VP for Student Affairs
Grambling State University
P.O. Box 847
Grambling, LA 71245
Phone: (318) 284-2217
No. 21080 3 V

LEE, Janet
Director Programs/Activities
Morningside College
Box 541, 3609 Peters Ave
Sioux City, IA 51106
Phone: (712) 274-5175
No. 20280 4E P

LEE, Jennifer S.
Program Advisor/Grad. Asst.
Kansas State University
301 K-State Union
Manhattan, KS 66506
Phone: (913) 532-6571
Fax: (913) 532-7303
E-mail: JSL@KSUVM.KSU.edu
No. 21570 4W S

LEE, Joseph
Vice President of Student Life
Manhattan College
Riverdale, NY 10471
Phone: (212) 920-0352
No. 902 2 V

LEE, Julie Anne
Continuing Education Coord.
Brazoport College
419 Daffodil St
Lake Jackson, TX 77566-4327
No. 8561 3 A

LEE, Lanton
Program Coordinator
University of Cincinnati
221 TUC ML136
Cincinnati, OH 45221
Phone: (513) 556-6115
No. 12802 4E P

LEE, Linda J.
Associate VP-Student Affairs
Marquette University
16210 Coachlight Dr
New Berlin, WI 53151
Phone: (414) 288-7206
Fax: (414) 288-1493
No. 17628 4E P

LEE, Michelle Reames
Residence Dean
Stanford University
Manzanita Park Office
Stanford, CA 94305-8582
Phone: (415) 723-6507
No. 21016 6 P

LEE, Michelle R.
1720 North Jordan Avenue
Bloomington, IN 47406
Phone: (812) 330-4409
No. 20952 4E S

LEE, Randall E.
5905 Laguna Drive
Fayetteville, NC 28314
Phone: (910) 864-7530
Fax: (910) 396-0404
No. 21781 3 S

LEE, Richard T.
Dean of Student Services
Kansas City Kansas Comm Coll.
7250 State Avenue
Kansas City, KS 66112
Phone: (913) 334-1100
No. 1285 4W V

LEESE, Mike
Associate Dean of Students
Southwestern University
SU Box 6264
Georgetown, TX 78626
Phone: (512) 863-1624
Fax: (512) 863-5788
No. 20598 3 P

LEFFERTS, Peter C.
Associate Dean of Students
Mary Washington College
712 Waverly Drive
Fredericksburg, VA 22407
Phone: (703) 899-4673
No. 15523 3 P

LEFOND, Dennis
Associate Director
University of Marketing
312 McKenny Union
Ypsilanti, MI 48197
Phone: (313) 487-3681
No. 18144 4E P

LEIBACH, Chipp
Dean of Students
Alaska Pacific University
4101 University Drive
Anchorage, AK 99508
Phone: (907) 564-8287
No. 11197 5 A

LEIGH, Alice J.
Asst to Dean Student Develop.
West Virginia Wesleyan College
59 College Ave
Buckhannon, WV 26201
Phone: (304) 473-8440
No. 20261 2 P

LEIGHTON, Krista
Assistant Area Coordinator
University of Delaware
5 Courtney Street
Newark, DE 19711
Phone: (302) 837-3180
No. 15499 2 P

LEINWALL, Francesca
139 Scarborough Place
Charlottesville, VA 22901
Phone: (804) 924-3880
E-mail: fmlss@curry.edschool.
virginia.edu
No. 20939 3 S

LEISEY, Kim
Asst Director Residential Life
Univ of Maryland-Baltimore Co.
5401 Wilkens Avenue
Baltimore, MD 21228
Phone: (410) 455-2591
No. 14076 2 P

LEISHNER, Jane C.
Assistant Dean of Students
Midwestern State University
3410 Taft Blvd
Wichita Falls, TX 76308
Phone: (817) 689-4525
No. 18907 3 P

LELAND, Martha
Assistant Dean Res Life
Wheelock College
37 Pilgrim Rd
Boston, MA 02215
Phone: (617) 734-5200
No. 930153 1 P

LEMBRIGHT, Wynn A.
VP Student Development & Svcs
Taylor University
500 W. Reade Ave
Upland, IN 46989-1001
Phone: (317) 998-5346
No. 8803 4E P

LEMENAGER, Mary Beth
Asst. Area Coordinator
University of Vermont
Robinson Hall Res Life
Burlington, VT 05405
Phone: (802) 656-4185
No. 19449 1 S

LEMERAND, Karen
Graduate Assistant
Eastern Michigan University
13865 Michigan Drive
Monroe, MI 48161
Phone: (313) 242-1666
No. 20698 4E S

LEMIESZ, Linda M.
Dean of Students
Cooper Union
41 Cooper Square
New York, NY 10003
Phone: (212) 353-4115
No. 18917 2 V

LEMOIE, Brenda
51 Julian Street
Pawtucket, RI 02861
Phone: (401) 723-2083
No. 18874 1 S

LEMOINE, Joan Apple
Dean of Student Affairs
Western Connecticut State Univ
181 White Street
Danbury, CT 06810
Phone: (203) 797-4391
Fax: (203) 837-8320
E-mail: LEMOINE@WCSU.CTST
No. 9479 1 V

LEMONS, L. Jay
Chancellor
Clinch Valley College of UVA
College Avenue
Wise, VA 24293
Phone: (703) 328-0122
Fax: (703) 376-1012
No. 7679 3 P

LENHARDT, Sally K.
Dean of Students
Lesley College
29 Everett St
Cambridge, MA 02138-2790
Phone: (617) 349-8530
No. 18585 1 A

LENO-GRANT, Jackie
Dir., Native American Program
Eastern Oregon State College
1410 L Avenue
La Grande, OR 97850
Phone: (503) 962-3741
Fax: (503) 962-3849
No. 13035 5 P

LENSKI, Tammy J.
Dean of Students
Trinity College of Vermont
208 Colchester Ave
Burlington, VT 05401
Phone: (802) 658-0337
Fax: (802) 658-5446
E-mail: lenski@smcpax.smcvt.edu
No. 18515 1 A

LENZ, Jean
Assistant Vice President
University of Notre Dame
315 Main Building
Notre Dame, IN 46556
Phone: (219) 239-5550
No. 7261 4E P

LEON, Heriberto
Assistant Dean
Loyola University of Chicago
6525 N. Sheridan Rd.
Chicago, IL 60626
Phone: (312) 508-3334
E-mail: LMA2C@LUCCPUA
No. 14816 4E P

LEONARD, Charles
Assoc. Dean for Res. Life
Upsala College
345 Prospect Street
East Orange, NJ 07019
Phone: (201) 266-7232
Fax: (201) 678-8837
No. 21804 2 P

LEONARD, David M.
Associate Dean of Students
Whittier College
P.O. Box 634
Whittier, CA 90608-0634
Phone: (310) 907-4223
No. 12329 6 P

LEONARD, Sherri L.
900 West Victoria #2
Oberlin, KS 67749
Phone: (913) 475-2426
No. 21953 4W S

LEONARD, W. Carson
Director Student Services
Memorial Univ of Newfoundland
St. John's, Newfoundland
Canada A1C 5S7
Phone: (709) 737-7461
No. 17498 1 P

LEONARD, Wendy B.
5145 Vine #1013
Lincoln, NE 68504
Phone: (402) 466-4424
No. 21250 4W S

LEONI, Cheryl A.
Asst Dean of Students
Elmhurst College
190 Prospect Ave
Elmhurst, IL 60126
Phone: (312) 617-3189
No. 12153 4E P

LEROUX, Audrey
Graduate Asst.
Univ at Buffalo/109 Allen Hall
3435 Main Street
Buffalo, NY 14214
Phone: (716) 829-2608
Fax: (716) 829-3901
No. 21762 2 S

LESSEIG, Lisa
University of Mississippi
519 Hathorn
Oxford, MS 38655
Phone: (601) 234-8148
No. 21399 3 S

LEVENSON, Ethel C.
Dean of Students
Rosemont College
Dean of Students Office
Rosemont, PA 19010
Phone: (215) 527-0200
No. 189 2 V

LEVINE, Deborah S.
Head Resident (Res. Living)
University of Pennsylvania
Box 783 HRN, 3901 Locust Walk
Philadelphia, PA 19104-6135
Phone: (215) 573-8721
No. 20782 2 S

LEVINE, Mark
Off. of Commuter Affairs
Univ. of MD - College Park
1195 Stamp Student Union
College Park, MD 20742
Phone: (301) 314-7250
E-mail: MLevine@umdacc.edu
No. 19233 2 S

LEVINE, Pamela L.A.
1002 Mapletree Lane
Mahomet, IL 61853
Phone: (217) 244-6245
No. 20624 4E S

LEVINE, Scott H.
University of Arizona
3700 N. Campbell Ave., #116
Tucson, AZ 85719
Phone: (602) 621-3916
No. 20451 6 S

LEVITAN, Thomas
Director, Student Affairs
USF-Sarasota & New College
5700 N. Tamiami Tr.
Sarasota, FL 34243
Phone: (813) 359-4250
E-mail: TLEVITAN@CFRUM.CFR.USF.EDU
No. 17138 3 P

LEVY, Alan J.
Director Public Affairs
University of Michigan
1011 Student Activities Bldg
Ann Arbor, MI 48109-1316
Phone: (313) 763-4104
E-mail: ALAN_J_LEVY@UM.CC.UMICH.EDU
No. 8015 4E P

LEVY, Marcy
8234 Harvest Bend Lane #36
Laurel, MD 20707
Phone: (301) 498-4867
E-mail: mlevy1@umdacc.bitnet
No. 20579 2 S

LEVY, Stanley
Vice Chancellor-Student Affair
University of Illinois
Swanlund Ad Bldg, 601 E John
Champaign, IL 61820
Phone: (217) 333-1300
Fax: (217) 244-6623
E-mail: slevy@swan.admin.uiuc.edu
No. 840 4E V

LEVY, Susan D.
114A Blm St.
Carrboro, NC 27510
Phone: (912) 454-0609
No. 18281 3 S

LEWALLEN, Kenneth A.
Dean of Students
Bowdoin College
Hawthorne-Longfellow Hall
Brunswick, ME 04011
Phone: (207) 725-3224
No. 5924 1 V

LEWIS, Carolyn J.
Assoc. Dir. Housing & Res Life
Seton Hall University
64 Duffy Hall
South Orange, NJ 07079-2688
Phone: (201) 761-9172
No. 19083 2 P

LEWIS, Deborah S.
Asst to VC Student Affairs
Univ of Missouri-Kansas City
5100 Rockhill Road
Kansas City, MO 64110
Phone: (816) 235-1143
Fax: (816) 235-5189
No. 11112 4W P

LEWIS, Dwight
Outreach Advisor
California State U-Chico
First & Orange Streets
Chico, CA 95929-0722
Phone: (916) 898-4428
No. 20310 6 P

LEWIS, Harvel J.
Coord Minority Student Affairs
University of La Verne
1950 Third Street
La Verne, CA 91750
Phone: (714) 593-3511
No. 14867 6 P

LEWIS, Jennifer
Asst. Area Coordinator
Georgia Inst. of Technology
711 Techwood Drive
Atlanta, GA 30332-0580
Phone: (404) 894-3045
No. 21748 3 P

LEWIS, JoAnne M.
Director, Counseling Services
University of Connecticut
604 Gilbert Road, U-109
Storrs, CT 06269-1109
Phone: (203) 486-4130
No. 13089 1 P

LEWIS, Joi D.
Hall Director
Iowa State University
0272 Helser Hall
Ames, IA 50012
Phone: (515) 294-5914
Fax: (515) 294-1306
No. 18936 4E S

LEWIS, Karen Ann
Residence Director
Residence Life Office - WPC
300 Pompton Road
Wayne, NJ 07470
Phone: (201) 595-3580
No. 18906 2 S

LEWIS, L. Garnet
Assoc. VP Student Services
Tarleton State University
Box T-1059
Stephenville, TX 76402
Phone: (817) 968-9081
No. 17469 3 P

LEWIS, Melinda L.
PO Box 447
Fairhope, AL 36533
Phone: (205) 947-3286
No. 16910 3 S

LEWIS, Orgena
Director of Admissions
South Texas College of Law
1303 San Jacinto
Houston, TX 77002
Phone: (713) 646-1809
Fax: (713) 659-3807
No. 21312 3 A

LEWIS, Randy
Associate Dean of Students
U of California-Irvine
UCI Student Center
Irvine, CA 92717
Phone: (714) 856-5181
No. 5773 6 P

LEWIS, Ricardo A.
Assistant Director
Illinois State University
2600 ORL
Normal, IL 61790-2600
Phone: (309) 438-3868
Fax: (309) 438-8866
E-mail: ralewis@91stu.edu
No. 21740 4E P

LEWIS, Theodore H.
VP for Student Development
Belleville Area College
2500 Carlyle Road
Belleville, IL 62221
Phone: (618) 235-2700
No. 2467 4E V

LEWIS, Tim
Assoc. Dir. of Residence Life
Duquesne University
Assumption Hall
Pittsburgh, PA 15282
Phone: (412) 396-6655
Fax: (412) 396-6656
No. 21854 2 P

LIDDELL, Debora
Assistant Professor
University of Iowa
2608 Court Street
Iowa City, IA 52245
Phone: (319) 335-5188
No. 295 4E P

LIEBZEIT-COOK, Elizabeth
1424 Avon Lane, Apt. 3-22
North Lauderdale, FL 33068
Phone: (305) 721-1177
Fax: (305) 638-2501
No. 9777 3 S

LIGHTFOOT-WATKINS, Belinda
Director of Student Activities
Howard University
2400 6th Street N.W. Rm 117
Washington, DC 20059
Phone: (202) 636-7000
No. 14670 2 P

LINARES, Susana C.
Asst. Dir. Res. Life/Housing
Our Lady of the Lake Univ.
411 S.W. 24th Street
San Antonio, TX 78207
Phone: (210) 434-6711
No. 20948 3 P

LINDER, Edward
Dir, Student Develop & Retent.
Pennsylvania State University
109 E. Seven Stars Rd.
Phoenixville, PA 19460
Phone: (610) 285-5029
Fax: (610) 285-5220
No. 6656 2 P

LINDER, Kathleen R.
Assistant Director
Indiana Univ of Pennsylvania
G-14 Sutton Hall, IUP
Indiana, PA 15705
Phone: (412) 357-2698
No. 12358 2 P

LINDKE, Bernice
Associate Director
Eastern Michigan University
403 Pierce Hall
Ypsilanti, MI 48197
Phone: (313) 487-3442
No. 20580 4E P

LINDSAY, Charles W.
Asst. Prof. of Economics
New Church College
2895 College Drive
Bryn Athyn, PA 19009
Phone: (215) 938-2544
Fax: (215) 938-2658
No. 21338 2 F

LINDSAY, David
Dean of Students
North Idaho College
1000 W. Garden Avenue
Coeur D'Alene, ID 83814
Phone: (208) 769-3370
No. 14638 5 A

LINDSEY, Heidie D.
University Center Manager
University of North Alabama
UNA Box 5033
Florence, AL 35632-0001
Phone: (205) 760-4248
Fax: (205) 760-4904
No. 19325 3 P

LINGUA, Jane
Dean for Student Development
Mount St. Mary's College
12001 Chalon Road
Los Angeles, CA 90049
Phone: (310) 471-9507
No. 2014 6 V

LINK, Rand
Vice President-Student Affairs
Sonoma State University
1801 E. Cotati Avenue
Rohnert Park, CA 94928
Phone: (707) 664-2838
No. 10423 6 V

LINQUEST, Lisa J.
Assoc. Dean/Dir of Campus Life
Colgate University
13 Oak Drive
Hamilton, NY 13346
Phone: (615) 824-7493
No. 20387 2 P

LIPETZKY, Patricia W.
Interim Student Serv. Director
Metropolitan State University
700 E. Seventh St
St. Paul, MN 55106-5000
Phone: (612) 772-7648
No. 20216 4E P

LIPKEN, Diane S.
112 Yale Road
Hartsdale, NY 10530
Phone: (201) 877-3422
No. 9801 2 A

LIPSCOMB, Fred
Residence Life Coordinator
Univ of California-Irvine
100 Middle Earth Housing
Irvine, CA 92715
Phone: (714) 856-5976
No. 12330 6 P

LIPSCOMB, Lisa Jeanne
Asst to the Dean of Students
Carnegie Mellon University
5000 Forbes Ave-Warner Hall
Pittsburgh, PA 15213
Phone: (412) 268-2073
No. 15387 2 P

LIPSCOMB, Rodney D.
Hall Director
Florida State University
FSU Box 66752
Tallahassee, FL 32313
Phone: (904) 644-6096
No. 20921 3 S

LIPTON, Karen
Coord. for Residence Life
Carnegie-Mellon University
1060 Morewood Ave
Pittsburgh, PA 15213
Phone: (412) 268-2142
E-mail: kl3p@andrew.cmu.edu
No. 20106 2 P

LISCHKE, Michael P.
Director of Admissions
Hahnemann Univ. Sch. of Med.
Broad & Vine Streets MS 442
Philadelphia, PA 19070
Phone: (215) 762-4618
Fax: (215) 762-8654
No. 21935 2 A

LITOLFF III, Edwin H.
Coord. of Student Activities
Southeastern Louisiana Univ.
SLU 3970
Hammond, LA 70402
Phone: (504) 549-2041
No. 21796 3 A

LITTLE, Pamela M.
Dean of Student Services
Hillsborough Community College
P.O. Box 5096
Tampa, FL 33675-5096
Phone: (813) 253-7680
No. 15286 3 P

LITTLE, Ron
Residence Hall Coordinator
Fairfield University
Department of Residence Life
Fairfield, CT 06430
Phone: (203) 254-4174
No. 20897 1 S

LITTLE, Susan E.
Dir, Greek & Off-Campus Life
Millersville University
PO Box 1002
Millersville, PA 17551-0302
Phone: (717) 872-3179
No. 21182 2 P

LITTLETON, JR., Roosevelt
3630 Cromwell Street
Jackson, MS 39213
Phone: (318) 247-8030
No. 21863 3 S

LITZ, Andrew S.
Assistant Dean of Students
Saint Anselm College
100 Saint Anselm Drive
Manchester, NH 03102-1310
Phone: (603) 641-7600
Fax: (603) 641-7116
No. 12276 1 P

LIU, William
Graduate Assistant
Univ of Maryland-College Park
#7 Fraternity Row
College Park, MD 20740
Phone: (301) 314-5256
No. 19262 2 S

LIVINGSTON, Laurie A.
Coordinator of Campus Life
Jamestown Community College
525 Falconer Street
Jamestown, NY 14701
Phone: (716) 665-5220
Fax: (716) 665-9110
No. 15101 2 A

LIVINGSTON, Mitchel
Vice President-Student Affairs
SUNY Albany
129 Admin Bldg, 1400 Wash. Ave
Albany, NY 12222
Phone: (518) 442-3195
Fax: (518) 442-3355
No. 2260 2 V

LIVINGSTON, Mitchel D.
VP Student Affairs & Services
University of Cincinnati
P.O. Box 210638
Cincinnati, OH 45221-0638
Phone: (513) 556-4119
Fax: (513) 556-6027
No. 2503 4E V

LLOYD, J. Anthony
Assistant Dean of Students
Gordon College
255 Grapevine Road
Wenham, MA 01984
Phone: (508) 927-2300
No. 8550 1 P

LOAR, Alicia M.
Resident Director
Maryland Institute
1104 Commons 120 McMechen St
Baltimore, MD 21217
Phone: (410) 462-0888
No. 17566 2 P

LOBISSER, Gregg M.
Associate Dean
University of Oregon
364 Oregon Hall
Eugene, OR 97403
Phone: (503) 346-1143
No. 11104 5 P

LOCKE, Jeana Kusler
Counselor/Retention Specialist
Oklahoma City Comm. College
7777 S. May
Oklahoma City, OK 73159
Phone: (405) 682-7535
No. 20736 4W A

LOCKRIDGE, Dorothy D.
Asst VP Student Affairs
Tennessee State University
3500 John A. Merritt Boulevard
Nashville, TN 37209
Phone: (615) 320-3845
Fax: (615) 320-3771
No. 11482 3 P

LODGE, Helen L.
Coordinator of Housing
Cottey College
1000 W. Austin
Nevada, MO 64772
Phone: (417) 667-8181
Fax: (417) 667-8103
No. 21476 4W P

LOFLIN, Stephen E.
Director of Campus Activities
George Washington University
800 21st St, N.W. #427
Washington, DC 20052
Phone: (202) 994-6555
Fax: (202) 994-6102
No. 15871 2 P

LOFTUS, Colleen A.
Indiana University
118A Forest Center
Bloomington, IN 47406
Phone: (812) 857-7118
No. 20610 4E S

LOGAN, John S.
Activities Advisor
Univ of Houston
Campus Activities; UCU #51
Houston, TX 77204-3650
Phone: (713) 743-5180
Fax: (713) 743-5170
E-mail: hcaaajsl@admin.uh.edu
No. 14218 3 P

LOGAN, Steven
Asst. Director of Housing
University of Florida
Jennings Area Office
Gainesville, FL 32612
Phone: (904) 392-6018
No. 7935 3 P

LOGSDON III, Ronald O.
Career Counselor
Sonoma State University
1801 E. Cotati Avenue
Rohnert Park, CA 94928
Phone: (707) 664-2196
Fax: (707) 664-4016
E-mail: Ron_Logsdon@sonoma.edu
No. 21291 6 P

LOGUE, Marie T.
Associate Dean/Student Life
Rutgers University
Bishop House
New Brunswick, NJ 08903
Phone: (908) 932-7231
Fax: (908) 932-8832
No. 17606 2 P

LOGUE, Robert F.
Vice President Student Service
South Seattle Community Coll.
6000 16th Ave SW
Seattle, WA 98106
Phone: (206) 764-5315
No. 18687 5 A

LOMBARD, Bethany E.
Graduate Advisor
Michigan State University
B102 Emmons Hall
East Lansing, MI 48825
Phone: (517) 355-2722
No. 20830 4E S

LOMBARDI, Linda S.
Resident Director
Salisbury State University
c/o Housing & Res Life (SSU)
Salisbury, MD 21801
Phone: (410) 543-6519
No. 21342 2 S

LOMBARDO, Sally P.
Dean of Students
U of California-Irvine
Student Affairs
Irvine, CA 92717
Phone: (714) 856-5590
No. 1646 6 P

LONDON, Kim
Resident Director
Springfield College
263 Alden, Box 1336, Wood Hall
Springfield, MA 01109-3757
Phone: (413) 748-4478
No. 17281 1 S

LONG, Dennis B.
Director, Career Services
Univ of Alaska-Fairbanks
P.O. Box 756380
Fairbanks, AK 99775-6380
Phone: (907) 474-7596
Fax: (907) 474-7900
No. 14093 5 P

LONG, Doreen
37 Morton St
Brockton, MA 02401
Phone: (508) 587-7639
No. 18992 1 S

LONG, Dudley
Vice President-Student Affairs
Birmingham Southern College
900 Arkadelphia Road
Birmingham, AL 35254
Phone: (205) 226-4731
Fax: (205) 226-4931
No. 975 3 V

LONG, Jeff
1002 Pine Ridge Court #117-B
Athens, GA 30606
No. 7181 3 S

LONG, Jonathan R.
Asst Dir-Staffing for Res.Life
University of Kansas
2137 Atchison Ave.
Lawrence, KS 66047
Phone: (913) 864-3611
No. 7904 4W P

LONG, Matthew J.
Resident Director
University of Maryland
105 Hillcrest Bldg./UMBC
Baltimore, MD 21228
Phone: (301) 314-2579
No. 20414 2 S

LONG II, Richard W.
314 Kern Street
Slatington, PA 18080
Phone: (215) 767-3116
No. 18723 2 S

LONG, William J.
Assistant Dean
New York University
100 Wash. Sq. E. Rm. 905
New York, NY 10003
Phone: (212) 998-8135
Fax: (212) 995-4141
No. 14455 2 P

LONGCORE, William
Dir/South Campus & Stu Center
Syracuse Univ. - Skytop Road
Room 206 Goldstein Stu. Center
Syracuse, NY 13244
Phone: (315) 443-2567
Fax: (315) 443-1789
No. 21310 2 P

LONGO, Andy L.
Asst. Dir. Stu. Develop. Svs.
University of Oklahoma
900 Asp Avenue Room 211
Norman, OK 73019
Phone: (405) 325-6873
Fax: (405) 325-0805
No. 21337 4W P

LONGWELL-GRICE, Rob
Asst Director-Residence Life
University of Delaware
5 Courtney Street
Newark, DE 19716
Phone: (302) 831-8423
E-mail: rob.longwell@mu
No. 12610 2 P

LOOMIS, Ronald
University Registrar
Cornell University
113 Pine View Terrace
Ithaca, NY 14850
Phone: (607) 277-2122
No. 2084 2 A

LOOMIS, Tara A.
Resident Director
Tulane University
27 McAlister Drive
New Orleans, LA 70118
Phone: (504) 865-5724
Fax: (504) 862-8994
No. 17836 3 P

LOPEZ, Amy D.
Assistant Conference Director
University of Dayton
300 College Park
Dayton, OH 45469-0950
Phone: (513) 229-3317
No. 18341 4E P

LOPEZ, Mike
Vice Chancellor Student Affair
Minnesota State Univ System
555 Park Street, Suite 230
St. Paul, MN 55103
Phone: (612) 296-2844
No. 11018 4E A

LOPEZ, Robert J.
Asst. Residence Hall Director
Ball State University
Palmer Director's Apartment
Muncie, IN 47306
Phone: (317) 285-1942
No. 20500 4E S

LOPEZ-FLORES, C. Beatriz
Director, Women's Center
Univ. of CA - Santa Cruz
Santa Cruz, CA 95064
Phone: (408) 459-2072
Fax: (408) 459-3616
E-mail: wmnctr@ucsco.ucsc.edu
No. 21580 6 P

LOPEZ-PUIKUNAS, Kim
Assistant Dean of Students
Univ. of Calif.-San Diego
UCenter 412, Room 6
La Jolla, CA 92093-0069
Phone: (617) 534-2237
No. 20417 6 P

LORDEN, Lisa
3201 Braeside Drive
Bloomington, IN 47408
Phone: (812) 855-6184
E-mail: llorden@ucs.indiana.edu
No. 18703 4E S

LOREDO, Angel M.
Coordinator Support Programs
Southern Methodist University
Box 0355
Dallas, TX 75275-0355
Phone: (214) 768-4582
No. 20391 3 P

LORIG, Beverly T.
Associate Director
Washington & Lee University
University Center
Lexington, VA 24450
Phone: (703) 463-8595
E-mail: b.lorig@libertyw/
No. 12803 3 P

LORING, Juliette
12 Bryant Street
Wakefield, MA 01880
Phone: (617) 246-4658
No. 10316 1 P

LOTT, Willis H.
VP-Instructional Affairs
Mississippi Gulf Coast CC
Central Office, P.O. Box 67
Perkinston, MS 39573-0067
Phone: (601) 928-5211
No. 297 3 V

LOU, Cecilia E.
Activities Specialist III
Texas Tech University
PO Box 42031; 15th & Boston
Lubbock, TX 79409-2031
Phone: (806) 742-3621
Fax: (806) 742-0655
No. 14982 3 P

LOUNDAS, Craig J.
Associate Dean
Widener University
One University Place
Chester, PA 19013
Phone: (215) 499-4392
No. 12664 2 P

LOVE, D'Esta
Dean of Students
Pepperdine University
24255 Pacific Coast Highway
Malibu, CA 90263
Phone: (213) 456-4472
No. 15242 6 V

LOVE, Julie N.
Resident Director
University of Maryland
105 Hillcrest
Baltimore, MD 21228
Phone: (410) 455-1401
No. 21391 2 S

LOVE, Patrick
Asst. Professor
College of Education
Kent State University
P.O. Box 5190
Kent, OH 44242
Phone: (216) 672-2580
No. 3553 4E P

LOVELL, Cheryl D.
Staff Associate for Research
NCHEMS
PO Drawer P
Boulder, CO 80301-9752
Phone: (303) 497-0357
No. 16956 4W SMN

LOVETT, Carolyn J.
Associate Professor
Univ. of North Alabama
Box 5120
Florence, AL 35630
Phone: (205) 760-4253
No. 21829 3 P

LOVETT, L. D.
Dir, Multicultural Diversif.
Truckee Meadows Comm College
7000 Dandini Blvd
Reno, NV 89512-3999
Phone: (702) 673-7105
Fax: (702) 673-7108
E-mail: lovett@fs.nevada.edu
No. 11473 5 P

LOVETT, Thomas M.
VP Student Affairs/Univ. Coun.
University of North Alabama
P. O. Box 5023
Florence, AL 35632-0001
Phone: (205) 760-4235
Fax: (205) 760-4644
No. 452 3 V

LOW, Beverly A.
Director of Student Activities
Hamilton College
198 College Hill
Clinton, NY 13323
Phone: (315) 859-4194
No. 10641 2 P

LOWE, Barbara J.
Res. Coord./First Year Program
St. Lawrence University
CMR Box 1254
Canton, NY 13617
Phone: (315) 379-5527
Fax: (315) 379-5502
E-mail: BLOW@SLUMUS.EDU. BITNET
No. 20121 2 P

LOWE, John L.
Dean for Student Development
Frostburg State University
107 Pullen Hall
Frostburg, MD 21532
Phone: (301) 689-4226
Fax: (301) 689-4785
No. 966 2 P

LOWELL, Jane
Asst. Director, Residence Life
University of Connecticut
U-22, RM 118 Wilbur Cross Bldg
Storrs, CT 06269-4022
Phone: (203) 486-2926
No. 3556 1 P

LOWREY, Gerald
Associate Provost Campus Life
Columbia University
305 Low Memorial Library
New York, NY 10027
Phone: (212) 854-2514
No. 7660 2 V

LOY, James R.
Associate Dean of Students
Monmouth College
700 East Broadway
Monmouth, IL 61462
Phone: (309) 457-2113
No. 21211 4E P

LOYOLA, Eliza M.
Hampshire College
Box 412
Amherst, MA 01002-5001
No. 20511 1 H

LOZANO, Noe
Associate Dean Student Affairs
Stanford University
Terman Engineering Center 208
Stanford, CA 94305-4027
Phone: (415) 723-9107
No. 20158 6 P

LOZOSKY, Stephanie
Coord of Res. Halls/Recreation
Penn State Univ-Mont Alto
Campus Life Office
Mont Alto, PA 17237
Phone: (717) 749-6154
Fax: (717) 749-6132
No. 19698 2 P

LUBETKIN, Arvin I.
Vice President-Student Affairs
Eastern Connecticut State Univ
83 Windham Street
Willimantic, CT 06226-2295
Phone: (203) 465-5288
Fax: (203) 465-4440
E-mail: LUBETKIN@ECSU. CTSTATEU.EDU
No. 10320 1 V

LUCAS, Jess R.
VP for Student Affairs
Rose-Hulman Institute of Tech.
5500 Wabash Avenue
Terre Haute, IN 47803
Phone: (812) 877-8230
Fax: (812) 877-9925
E-mail: Jess.Lucas@Rose-Hulman. EDU
No. 21018 4E V

LUCAS-TAUCHER, Frances
Vice Pres & Dean Campus Life
Emory University
Dobbs University Ctr Suite 401
Atlanta, GA 30322
Phone: (404) 727-4364
No. 1581 3 V

LUCIANI, Michael E.
Asst to Dean of Students/R.D.
Assumption College
500 Salisbury St, Box 1991A
Worcester, MA 01615-0005
Phone: (508) 752-5615
No. 21163 1 P

LUCIANO, Patricia C.
Dean of Students
Atlantic Community College
5100 Black Horse Pike
Mays Landing, NJ 08330-2699
Phone: (609) 343-5084
No. 16988 2 V

LUCIER, Aaron F.
Hall Director
Western Illinois University
Tanner Rd Seal Hall
Macomb, IL 61455
Phone: (309) 298-3460
Fax: (309) 298-2122
E-mail: AARON@srpn.wiu.bgu.edu
No. 17305 4E P

LUDEMAN, Randall B.
Asst. Dir. Residential Life
Bemidji State University
Walnut Hall
Bemidji, MN 56601
Phone: (218) 755-3750
No. 9429 4E P

LUDEMAN, Roger B.
Asst. Chancellor Student Aff.
Univ of Wisconsin-Whitewater
800 Main St./Admin. 2242
Whitewater, WI 53190-1790
Phone: (414) 472-1051
Fax: (414) 472-1518
E-mail: LudemanR@uwwvax.uww.edu
No. 1710 4E V

LUDLOW, W. E.
Dean of Student Affairs
Memorial Univ of Newfoundland
Office of Student Affairs/Svcs
St. John's CANADA A1C 5S7
Phone: (709) 737-2320
Fax: (709) 737-7594
E-mail: WLudlow@Kean.UCS.MUN.CA
No. 12007 1 V

LUDMAN, Ronald
Dean of Students
Emerson College
100 Beacon Street
Boston, MA 02116
No. 6612 1 V

LUDVIK, Marilee
411 N. Third, Apt. #1
Seward, NE 68434
Phone: (402) 643-7336
Fax: (402) 643-4073
E-mail: mludvik@seward.ccsn.edu
No. 17386 4W S

LUDWIG, Kurt J.
Counselor/Student Life Coord.
The University of Rio Grande
Box 993 - Univ. of Rio Grande
Rio Grande, OH 45674
Phone: (614) 245-7390
No. 17419 4E A

LUERS, Freda
Asst Dir Student Activities
Indiana Univ-Purdue Univ
815 W. Michigan LY002
Indianapolis, IN 46202-5164
Phone: (317) 274-3931
No. 5943 4E P

LUETTGER, Michele
Housing Asst Director
SUNY College Oneonta
114 Netzer
Oneonta, NY 13820-4015
Phone: (607) 436-3182
No. 19388 2 P

LUMPKINS, Elias
Dean of Student Services
Grand Rapids Junior College
143 Bostwick Avenue NE
Grand Rapids, MI 49503
Phone: (616) 771-3925
No. 1763 4E V

LUNA, Wilson
Counselor
Gateway Community-Tech Coll.
88 Bassett Road
North Haven, CT 06473
Phone: (203) 234-3335
No. 20194 1 A

LUNARDINI, Ronald
Associate Professor
Indiana Univ of Pennsylvania
206 Stouffer Hall
Indiana, PA 15705
Phone: (412) 357-4541
No. 11694 2 P

LUND, James
Director Of Student Life
Univ of Wisconsin-Superior
1800 Grand Avenue
Superior, WI 54880
Phone: (715) 394-8438
No. 12653 4E V

LUND, Jon P.
800 N. Smith Rd #30x
Bloomington, IN 47408
Phone: (812) 855-5414
E-mail: JPLUND@INDIANA.UCS.EDU
No. 18908 4E S

LUND, Kathleen
Department of Residence Life
University of Vermont
Robinson Hall, Redstone Campus
Burlington, VT 05405-0363
Phone: (802) 656-4206
No. 16024 1 S

LUNDAL, Robert E.
Asst Dean of Student Affairs
Cal State Univ-Fresno
Fresno, CA 93740-0067
Phone: (209) 278-2541
No. 10696 6 P

LUNDBERG, Carol
Student Life Coordinator
California State University
5500 University Parkway
San Bernardino, CA 92407
Phone: (714) 880-5234
No. 9649 6 P

LUNDEEN, Richard
Head Resident
Knox College
Knox College-Box 91
Galesburg, IL 61401
Phone: (309) 342-0112
No. 19806 4E P

LUNNEY, Carol
Director- Career Services
Centre College
Advising & Career Services Ctr
Danville, KY 40422
Phone: (606) 238-5286
No. 7128 3 P

LUNSFORD, Larry
Director of Student Activities
Florida International Univ
340 Graham University Center
Miami, FL 33199
Phone: (305) 348-2397
No. 1794 3 P

LUPTAK, Andrew J.
Vice President of Student Life
Concordia University
12800 N. Lake Shore Drive
Mequon, WI 53092
Phone: (414) 243-4331
No. 12805 4E A

LUSARDI, Robin
3169 Student Dr. #E-28
Orlando, FL 32826-3114
Phone: (407) 359-9081
No. 21914 3 S

LUSH, William B.
Graduate Student
Ohio State University
4911 Andrew Rd
Columbus, OH 43227-2112
Phone: (614) 292-8240
Fax: (614) 292-9264
E-mail: wlush@magnus.acs.ohio-state.edu
No. 19484 4E S

LUTREY, Kate B.
Dir, Off of Stu Publications
MSCD
Campus Box 57, PO Box 173362
Denver, CO 80217-3362
Phone: (303) 556-2507
Fax: (303) 556-2596
No. 21002 4W P

LUTTMAN, Paul J.
1311 Whaley Street #707
Columbia, SC 29205
Phone: (803) 544-0557
No. 21758 3 S

LYN, Darren S.
Residence Hall Manager
University of New Orleans
Department of Student Housing
New Orleans, LA 70148
Phone: (504) 286-6402
No. 20768 3 P

LYN, Janice G.
PO Box 840044
New Orleans, LA 70184
Phone: (504) 286-6222
No. 18698 3 S

LYNCH, Charles F.
Vice Chancell.-Student Affairs
U of No. Carolina-Charlotte
Student Affairs Office
Charlotte, NC 28223
Phone: (704) 547-2206
Fax: (704) 547-2616
E-mail: asa00cfl@unccvm
No. 1226 3 V

LYNCH, Danielle
Hall Director
Providence College
110 Joseph Hall
Providence, RI 02918
Phone: (401) 865-2235
No. 20969 1 P

LYNCH, Edward
Assistant Dean of Students
Hofstra University
Student Center Rm213
Hempstead, NY 11550
Phone: (516) 463-6913
No. 442 2 P

LYNCH, Judi
VA Polytech & State Univ
750 Tall Oaks Dr #6000L
Blacksburg, VA 24060
Phone: (703) 231-6285
No. 16946 3 S

LYNCH, Michael
Assistant Vice President
Kansas State University
3509 Amy Lane
Manhattan, KS 66502-2201
Phone: (913) 532-7305
No. 1928 4W P

LYON, Bruce
Vice President-Student Service
West Georgia College
Maple Street
Carrollton, GA 30118
Phone: (404) 836-6423
No. 582 3 V

LYONS, James
Dean Emeritus/Stu. Affairs
Stanford University
School of Education
Stanford, CA 94305-3096
Phone: (415) 725-1245
E-mail: HK.JWL@STANFORD.EDU
No. 15228 6 P

LYSIONEK, Christine
Director of Residence Life
Villanova University
Kennedy Hall
Villanova, PA 19085
Phone: (610) 519-4155
No. 841 2 P

LYTHCOTT, Ngina
Dean of the College
Swarthmore College
500 College Avenue
Swarthmore, PA 19081-1397
Phone: (215) 328-8367
No. 7359 2 V

M

MAATZ, Lisa M.
Community Faculty/Lecturer
Ohio State Univ. at Marion
361 South State Street Apt. #1
Marion, OH 43302
Phone: (614) 382-9192
No. 21705 4E F

MABLE, Phyllis
Vice President-Student Affairs
Longwood College
201 High St.
Farmville, VA 23909
Phone: (804) 395-2039
No. 2589 3 V

MacKAY, Kathleen Ann
Dir of Co-Curricular Programs
University of Michigan
530 S State St/MI Union Rm3000
Ann Arbor, MI 48109
Phone: (313) 764-7420
Fax: (313) 747-4130
E-mail: kathleen.mackay@um.cc.umich.edu
No. 11542 4E P

MacLEAN, L. Sandy
Vice Chancellor-Student Affair
Univ of Missouri-St Louis
8001 Natural Bridge Road
St Louis, MO 63121-4499
Phone: (314) 553-5211
Fax: (314) 553-6535
E-mail: SLSMACL@UMSL.edu
No. 2614 4W V

MacLENNAN, Richard L.
Associate Dean Student Life
Chesapeake College
P.O. Box 8
Wye Mills, MD 21679
Phone: (410) 822-5400
No. 7182 2 V

MacLEOD, Stephen C.
Dean of Student Develp & Plan.
Gordon College
255 Grapevine Road
Wenham, MA 01984
Phone: (508) 927-2300
No. 263 1 V

MacNAMARA, Lois
Asst. Dir., Student Activities
Univ of Penn-Grad School of Ed
3700 Walnut Street
Philadelphia, PA 19104-6216
Phone: (215) 898-6456
No. 20648 2 P

MacVARISH, Greg
Asst. Dean of Student Affairs
School of the Art Inst Chicago
37 S. Wabash Avenue
Chicago, IL 60603
Phone: (312) 899-5105
No. 21402 4E P

MACK, Craig E.
Pembroke State University
D.F. Lowry Building
Pembroke, NC 28372
Phone: (910) 521-6625
No. 18025 3 P

MACK, Gordon
Vice President-Student Affairs
Eastern New Mexico University
ENMU Station #34
Portales, NM 88130
Phone: (505) 562-2221
No. 1953 4W V

MACK, Karin
Asst. Dir. of Admissions
Mills College
5000 MacArthur Blvd.
Oakland, CA 94613
Phone: (510) 430-2135
No. 21927 6 P

MACK, Kimbirly A.
4727 Osage Avenue
Philadelphia, PA 19143
Phone: (215) 387-5001
No. 20179 2 S

MACKE, Charlie
Director Residential Life
Saint Leo College
PO Box 2068
Saint Leo, FL 33574
Phone: (904) 588-8268
No. 16008 3 P

MACKIE, Marlena
Dean General Education
Waukesha County Technical Coll.
800 Main Street
Pewaukee, WI 53072
Phone: (414) 691-5313
Fax: (414) 691-5593
No. 9063 4E A

MACKIN, Nancy
Dean of Students
Ramapo College of New Jersey
Dean of Students Office
Mahwah, NJ 07430
Phone: (201) 529-7456
E-mail: nmackin@ultrix.ramapo.edu
No. 304 2 P

MACKLIN, Jennifer
327 Coronado #5
Long Beach, CA 90814
Phone: (310) 985-8553
No. 21032 6 S

MACY, Jack E.
Office of Student Activities
University of Vermont
Billings Student Center
Burlington, VT 05405-0040
Phone: (802) 656-2060
No. 20857 1 S

MADDISON, James W.
Resident Director
Hartwick College
Box 756
Oneonta, NY 13820
Phone: (607) 431-4660
No. 21680 2 S

MADDOX-WILEY, Catherine
Dean of Students
Clark University
950 Main Street
Worcester, MA 01610
Phone: (508) 793-7423
No. 2271 1 V

MADREY, Francine
Vice President-Student Affairs
Johnson C. Smith University
100 Beatties Ford Rd
Charlotte, NC 28216
Phone: (704) 378-1040
No. 1591 3 V

MADSON, Dennis L.
Vice President Student Affairs
Lewis & Clark College
0615 SW Palatine Hill Rd.
Portland, OR 97219-7899
Phone: (503) 768-7100
Fax: (503) 768-7105
No. 17179 5 V

MADSON, Johan A.
Assoc Provost/Dean of Students
Vanderbilt University
112 Kirkland Hall
Nashville, TN 37240
Phone: (615) 322-2436
Fax: (615) 343-8861
E-mail: MADSONJA@CTRVAX.VANDERBILT.EDU
No. 2738 3 V

MAGEE, Kimberly
Coord of Progr & Ldrshp Dev
College of William & Mary
Campus Center
Williamsburg, VA 23185
Phone: (804) 221-3270
No. 16996 3 P

MAGEE, Robin M.
P.O. Box 8071
Monroe, LA 71211-8071
Phone: (318) 387-2766
No. 21861 3 S

MAGILL, Elizabeth A.
Director of Conferences
Vanderbilt University
P.O. Box 1677 Station B
Nashville, TN 37235
Phone: (615) 343-8699
Fax: (615) 322-2020
No. 937 3 P

MAGLAYA, Michael H.
Career Counselor
91-2031 La'akona Pl.
Ewa Beach, HI 96706
Phone: (808) 956-8136
No. 18564 6 P

MAGNUSEN, Olga C.
Dir. Career Planning Placement
Florida International Univ
Univ Park UH 340 Tamiami Trail
Miami, FL 33199
Phone: (305) 348-2423
No. 900127 3 P

MAGUIRE, Jeanne M.
Asst Director Student Life
Emerson College
Student Union 100 Beacon St
Boston, MA 02116
Phone: (617) 578-8685
No. 20225 1 P

MAHAFFEY, Patricia
Coord. of Student Development
CA Polytech. State Univ.-SLO
Dept. of Housing & Res. Life
San Luis Obispo, CA 93407
Phone: (805) 756-5621
Fax: (805) 756-5947
E-mail: du832@oasis.calpoly.edu
No. 21969 6 P

MAHAN, Linda C.
Vice President-Student Affairs
University of Montevallo
Station #6020
Montevallo, AL 35115 6020
Phone: (205) 665-6020
No. 1015 3 V

MAHER, Melodie M.
Coord Off Campus Living Center
James Madison University
P.O. Box 3508
Harrisonburg, VA 22807
Phone: (703) 568-6071
No. 14812 3 P

MAHON, John
Director-Foy Center
Siena College
Loudonville, NY 12211-1462
Phone: (518) 783-2330
No. 960 2 A

MAHON, Patricia G.
Director of Admissions
Fort Hays State University
600 Park Street
Hays, KS 67601
Phone: (913) 628-4044
Fax: (913) 628-4014
E-mail: ADPM%FHSUVM.FHSU.EDU
No. 21677 4W P

MAIELI, Kathryn J.
Dean of Student Services
Coconino County Comm. College
3000 N. 4th Street - Suite 17
Flagstaff, AZ 86004
Phone: (602) 527-1222
Fax: (602) 526-1821
No. 21641 6 A

MAIER, Elizabeth
709 Academy #13
Kalamazoo, MI 49007
Phone: (616) 344-0441
No. 21296 4E S

MAJOR, Leigh E.
Asst Dean of Students
Wilkes University
187 S. Franklin St/Stu Affairs
Wilkes-Barre, PA 18766
Phone: (717) 824-4651
No. 16923 2 A

MALANEY, Gary D.
Director/Asst Professor
Univ of Massachusetts-Amherst
229 Whitmore
Amherst, MA 01003
Phone: (413) 545-1390
Fax: (413) 545-3205
E-mail: MALANEY@STUAF.UMASS.EDU
No. 14501 1 P

MALCOLM III, Everett J.
Assoc.VP/Student Affairs
University of North Florida
4567 St. Johns Bluff Road
Jacksonville, FL 32216-6699
Phone: (904) 646-2849
No. 13026 3 P

MALEVICH, William
Dean of Students
University of St. Thomas
Mail #5041 2115 Summit Avenue
St. Paul, MN 55105
Phone: (612) 962-6050
No. 20710 4E P

MALFITANO, Gregory
Vice President-Student Service
Lynn University
3601 N Military Trail
Boca Raton, FL 33431
Phone: (407) 994-0770
No. 6193 3 V

MALLORY, Sherry L.
10915 Bluffside Drive Apt. 127
Studio City, CA 91604
Phone: (818) 772-5192
No. 20652 6 S

MALLORY, Tim
Director of Student Services
Western State University
1111 North State College Blvd
Fullerton, CA 92631
Phone: (714) 738-1000
No. 14813 6 A

MALLOY, William M.
Vice President Student Service
Navarro College
3200 W. 7th Ave
Corsicana, TX 75110
Phone: (903) 874-6501
No. 18568 3 V

MALONEY, Glenn W.
Associate Dean of Students
University of Texas-Austin
Texas Union 4.304
Austin, TX 78713-7338
Phone: (512) 471-3065
E-mail: DSGWM@utxdp.dp.utexas.edu
No. 11309 3 P

MALOY, Charles
Associate Vice President
Towson State University
Counseling Center
Towson, MD 21204
Phone: (410) 830-2512
Fax: (410) 830-3453
No. 14339 2 P

MALSON, Don
Director Career Service Center
Columbia College
1001 Rogers St
Columbia, MO 65216
Phone: (314) 875-7421
No. 15509 4W P

MALVEAUX, Ann E.
Asst. Dean of Student Services
Ohlone College
PO Box 3909/43600 Mission Blvd
Fremont, CA 94539
Phone: (510) 659-6009
Fax: (510) 659-6057
E-mail: ANNM@Ohlone.Fremont.CC.CA.US
No. 14767 6 A

MALVERS, Dennis
Director Student Life
Middlesex Community College
Springs Road
Bedford, MA 01730
Phone: (617) 280-3760
Fax: (617) 275-4392
No. 21169 1 P

MALZEWSKI, James C.
Apartment Area Director
Marquette University
716 N. 11th St, RM #203
Milwaukee, WI 53233
Phone: (414) 288-7208
Fax: (414) 288-5108
No. 19506 4E P

MAMARCHEV, Helen L.
Assoc VP for Student Affairs
University of Florida
129 Tigert Hall
Gainesville, FL 32611
Phone: (904) 392-1265
Fax: (904) 392-7301
E-mail: HMAMARCH@UFNET.MAIL.UFL.EDU
No. 12941 3 P

MANCINI, Leonard
Dean of Students
Dundalk Community College
7200 Sollers Point Road
Dundalk, MD 21222
Phone: (410) 285-9855
No. 8477 2 V

MANDICOTT, William
Dir, Lane Ctr & Campus Activ.
Frostburg State University
Lane Center
Frostburg, MD 21532
Phone: (301) 689-4151
No. 19610 2 P

MANGARELLA, Mary Ann
Assistant Dean Residence Life
Fordham University
Alumni Court North
Bronx, NY 10458
Phone: (718) 817-3080
No. 12721 2 P

MANGARELLI, JoAnn
Asst. Dean for 1st Year Progr.
Rutgers College/Bishop House
College Ave. Campus
New Brunswick, NJ 08903
Phone: (908) 932-7442
Fax: (908) 932-8832
No. 21814 2 P

MANGLARIS, Helene
Director-Student Activities
Rochester Inst of Technology
P.O.Box 9887
Rochester, NY 14623-0887
Phone: (716) 475-2336
No. 1067 2 P

MANGUS, Larry
Dean of Student Services
Bluefield State College
219 Rock Street
Bluefield, WV 24701
Phone: (304) 327-4068
Fax: (304) 325-7747
No. 6580 2 V

MANICUR, Alice R.
VP-Student & Educational Svcs
Frostburg State University
Student Affairs
Frostburg, MD 21532
Phone: (301) 689-4311
No. 2373 2 V

MANISCALCO, William
Vice President-Student Affairs
St Joseph's College
Student Affairs Office
Rensselaer, IN 47978
Phone: (219) 866-6351
No. 1772 4E V

MANKO, Tammy Patterson
Asst Dir of Student Activities
Indiana Univ of Pennsylvania
104 Pratt Hall
Indiana, PA 15705
Phone: (412) 357-2598
E-mail: TAMMYM@GROVE.IUP.EDU
No. 19470 2 P

MANLEY, Lisa
Director of Student Activities
The University of the South
735 University Avenue
Sewanee, TN 37383-1000
Phone: (615) 598-1419
No. 18527 3 P

MANLEY, Marianne
Dean of Student Services
Saint Joseph Collg of Nursing
290 N. Springfield Ave
Joliet, IL 60435
Phone: (815) 741-7123
No. 12737 4E A

MANLOVE, Sylvia L.
Dean of Student Affairs
Marygrove College
8425 W. McNichols Road
Detroit, MI 48221
Phone: (313) 362-8000
No. 11986 4E A

MANLY-DRAGOLICH, Connie
Grad. Intern - Student Activ.
University of Texas El Paso
458 El Camino Drive
El Paso, TX 79912
Phone: (915) 585-7064
No. 20606 3 S

MANN, Barbara
Assoc. Prof.-Higher Education
Florida State University
113 Stone Bldg.
Tallahassee, FL 32306-3021
Phone: (904) 644-7077
E-mail: MANNB@FIRNVX
No. 1643 3 P

MANNING, Dennis G.
Dean Freshmen/Residence Life
Washington & Lee University
Payne Hall 4A
Lexington, VA 24450
Phone: (703) 463-8752
No. 17045 3 P

MANNING, Kathleen
Assistant Professor
University of Vermont
OCFS, Waterman 228
Burlington, VT 05405-0160
Phone: (802) 656-0826
E-mail: K_Manning@uvmvax.
No. 8333 1 P

MANNING, Martin T.
Coordinator of Housing
Youngstown State University
219 Kilcawley House
Youngstown, OH 44555
Phone: (216) 742-3547
No. 14328 4E A

MANNING, Mike
Director Student Services
Sterling College
PO Box 173SC
Sterling, KS 67579
Phone: (316) 278-4232
No. 21106 4W P

MANNING, Susan
Asst. Director, Campus Housing
Univ of Illinois-Chicago
4729 W. 99th Street
Oak Lawn, IL 60453
Phone: (312) 413-5432
Fax: (312) 413-7425
E-mail: CSM8580@UICVM.UIC.EDU
No. 19829 4E P

MANNION, Thomas N.
Director of Housing
Cal Tech
Mail Code 1-56
Pasadena, CA 91106
Phone: (818) 395-6174
Fax: (818) 796-4743
No. 17814 6 P

MANSBRIDGE, Darrel
Faculty Advisor
Malaspina College
900 5th street
Nanaimo BC V9R 5S5
Phone: (604) 753-3245
No. 20205 5 P

MANSFIELD, David P.
Assistant Dean of Students
Boston University
775 Commonwealth Avenue
Boston, MA 02215
Phone: (617) 353-4126
No. 12273 1 P

MANSHARAMANI, Anita R.
334 E. 26th St Apt 7A 1
New York, NY 10010
Phone: (212) 889-4004
No. 18833 2 S

MANSON, Sharon
Area Coordinator
Mississippi State University
PO Box HD
Mississippi State, MS 39762
Phone: (601) 325-8210
Fax: (601) 325-4663
E-mail: sharon@housing.msstate.edu
No. 19929 3 P

MANTERNACH, Jill C.
1128 1st Street SW
Mason City, IA 50401
Phone: (515) 424-3068
No. 20656 4E S

MANTHEY, Arlene
Program Coordinator
Southern Methodist University
P.O. Box 436
Dallas, TX 75275
Phone: (214) 768-4400
Fax: (214) 768-4429
No. 21582 3 P

MAPES, Lisa K.
Asst. Director Residence Life
Averett College
420 West Main Street
Danville, VA 24541
Phone: (804) 791-5628
No. 19475 3 P

MARADONNA, Rory P.
Associate Provost Student Life
Rutgers University
311 N. 5th Street
Camden, NJ 08102
Phone: (609) 757-6043
No. 18967 2 A

MARAMBA, Dina C.
Hall Director
Colorado State University
HD Durward Hall
Fort Collins, CO 80521
Phone: (303) 495-4117
No. 18689 4W S

MARCHETTI, Joseph J.
Dean of Students
Richard Stockton Coll. of NJ
J. Leeds Road
Pomona, NJ 08240
Phone: (609) 652-4645
Fax: (609) 748-5517
E-mail: iaprod93@vax003.stockton.edu
No. 2705 2 V

MARCZYNSKI, Gerald
Asst Director Housing Services
Washington State University
McCartan Admin Ste./Streit-Per
Pullman, WA 99164-1726
Phone: (509) 335-7732
Fax: (509) 335-3415
No. 7619 5 P

MARESCO, Joseph
Vice President-Student Affairs
Mansfield University
120 Pinecrest Hall
Mansfield, PA 16933
Phone: (717) 662-4945
No. 5752 2 A

MARESCO, Suzanne
Graduate Student
Shippensburg University
Box 20 Old Main
Shippensburg, PA 17257
Phone: (717) 532-1910
No. 18975 2 S

MARINE, Orlantha
Stu. Activities Advisor
Calif. Polytech. Univ.-Pomona
9322 Ramona Avenue
Montclair, CA 91763
Phone: (909) 869-4492
Fax: (909) 869-4373
No. 21384 6 S

MARINE, Susan B.
1206 Riley Road
Muncie, IN 47304
Phone: (419) 372-2960
No. 21390 4E S

MARION, Raye Leigh
Building Manager
Santa Clara University
2101 California St., #310
Mountain View, CA 94040
Phone: (408) 554-4000
No. 18927 6 P

MARKEE, David
Vice President-Student Svcs
Northern Arizona University
PO Box 4093
Flagstaff, AZ 86011
Phone: (602) 523-3151
Fax: (602) 523-4230
No. 1045 6 V

MARKEY, Earle
Vice President-Student Affairs
College of the Holy Cross
Dean of Students Office
Worcester, MA 01610
Phone: (508) 793-2414
No. 1790 1 V

MARKS, Jess
Associate Dean of Students
University of the Pacific
3601 Pacific Avenue
Stockton, CA 95211
Phone: (209) 946-2451
Fax: (209) 946-2689
No. 60 6 P

MARKS, Julie C.
1200 W. Bethel #301 C
Muncie, IN 47303
Phone: (317) 285-2300
No. 20567 4E S

MARKUS, William
Vice President-Student Affairs
Wayne State University
470 Student Center
Detroit, MI 48202
Phone: (313) 577-6829
No. 951 4E V

MARKWALTER, Barbara S.
Curriculum Advisor
Temple University
2443 Norrington Drive
Jeffersonville, PA 19403
Phone: (215) 204-7678
No. 17034 2 P

MARONEY, Jason
Asst. Resident Director
Regis University
3333 Regis Blvd. O'Connell 300
Denver, CO 80221
Phone: (303) 458-3505
No. 21523 4W S

MARQUEZ, Kenneth
Residence Life Coordinator
Adams State College
Coronado Hall Director's Apt.
Alamosa, CO 81102
Phone: (719) 589-7227
Fax: (719) 589-7522
No. 21028 4W P

MARQUIS, Catherine
Dir, Office of Student Conduct
Univ of Colorado-Boulder
Campus Box 132
Boulder, CO 80309
Phone: (303) 492-5550
No. 9551 4W A

MARRARA II, Lewis A.
1001 S. Atherton St
State College, PA 16801
Phone: (814) 231-2197
No. 20325 2 S

MARRON, Joseph M.
Dean of Students
Lock Haven University
311 Sullivan Hall
Lock Haven, PA 17745
Phone: (717) 893-2317
No. 17873 2 P

MARROQUIN, John
IFC Advisor
Southwest Texas State Univ.
#302 LBJ Student Center
San Marcos, TX 78666
Phone: (512) 245-2674
No. 21529 3 S

MARSCH, Andy
Associate Dean Student Affairs
University of Alabama
110 Hill University Center
Birmingham, AL 35294-1150
Phone: (205) 934-4175
No. 20192 3 P

MARSH, Yvonne L.
Assistant Vice Chancellor
U of California-Davis
175 Mrak Hall
Davis, CA 95616
Phone: (916) 752-6449
Fax: (916) 752-1280
E-mail: 2UNIX.YLMARSH@UCDAVIS.EDU
No. 15213 6 P

MARSHALL, J.
Asst Dir of Student Activities
East Carolina University
2905E Sussex St.
Greenville, NC 27834
Phone: (919) 757-4711
No. 20454 3 P

MARSHALL, Tracene
Commons Coordinator
Oberlin College
OCMR 15A
Oberlin, OH 44074
Phone: (216) 775-8717
No. 21609 4E P

MARSO, Joan L.
Coord. for Campus Programming
Sage Junior College of Albany
140 New Scotland Avenue
Albany, NY 12208
Phone: (518) 445-1753
No. 19602 2 P

MARTEL, Candace A.
Director of Engineering S.S.
Northeastern University
220 Snel E Bldg, 360 Huntington
Boston, MA 02115
Phone: (617) 437-2154
No. 15556 1 P

MARTEL, Ronald L.
Dean of Student Life
Northeastern University
104 E11 Bldg 360 Huntington Av
Boston, MA 02115
Phone: (617) 437-2814
No. 11932 1 P

MARTIN, Alan R.
Dean of Students
Housatonic Community-Tech College
510 Barnum Avenue
Bridgeport, CT 06608
Phone: (203) 575-8045
No. 6190 1 A

MARTIN, Arthur D.
Assoc Director Corbett Center
New Mexico State University
PO Box 30004, University Park
Las Cruces, NM 88003
Phone: (505) 646-4804
No. 14177 4W P

MARTIN, Brenda
Director, Minority Affairs
North Dakota State University
PO Box 5162
Fargo, ND 58105
Phone: (701) 237-7314
No. 20210 4W P

MARTIN, Carl
Asst VP for Student Services
SUNY Albany
Campus Center Room 137
Albany, NY 12203
Phone: (518) 442-5490
E-mail: SSVCGM@SAFNETAlbany.edu
No. 11850 2 P

MARTIN, Charlene
Director International Place
Claremont College
Claremont, CA 91711
Phone: (714) 621-8000
No. 11388 6 P

MARTIN, Cydnee
Assoc. Dir. Women's Center
Univ. of Virginia
HSC 323
Charlottesville, VA 22908
Phone: (804) 982-2361
Fax: (804) 924-9983
No. 21352 3 P

MARTIN, Deanna C.
Dir. Ctr for Acad. Develop
Univ of Missouri-Kansas City
206 SASS- UMKC
5100 Rockhill Rd
Kansas City, MO 64110
Phone: (816) 235-1174
No. 15233 4W P

MARTIN, Diane A.
Assistant Director
University of Washington
301 Loew Hall, FH 30
Seattle, WA 98195
Phone: (206) 543-0535
No. 18861 5 P

MARTIN, Kelley A.
Bridgewater State College
Residence Life & Housing
Bridgewater, MA 02325
No. 21604 1 S

MARTIN, Patricia E.
Director
Eastern Connecticut State Univ
83 Windham Street
Willimantic, CT 06226
Phone: (203) 456-5247
No. 18984 1 P

MARTIN, Patricia F.
Office of Student Life
Lewis-Clark State College
8th Avenue & 6th Street
Lewiston, ID 83501-2698
Phone: (208) 799-2211
Fax: (208) 746-7354
No. 11939 5 P

MARTIN, R. Dale
Dean of Student Development
Eureka College
300 E. College Avenue
Eureka, IL 61530
Phone: (309) 467-6093
Fax: (309) 467-6437
No. 10823 4E V

MARTIN, Ray
Dean of Students
Univ. of Mary Hardin-Baylor
UMHB Station Box 8006
Belton, TX 76513
Phone: (817) 939-4590
Fax: (817) 939-4535
No. 21317 3 A

MARTIN, Steven K.
Director of MacMorland Ctr
Widener University
14th & Chestnut Streets
Chester, PA 19013
Phone: (215) 499-4405
No. 12626 2 P

MARTIN, Susan M.
Coordinator of Financial Aid
Morton College
3801 South Central Ave
Cicero, IL 60650
Phone: (708) 656-8000
No. 19975 4E A

MARTIN, Terrell O.
Director-Academic Counseling
SIU at Edwardsville
221 N. Fillmore St., Apt. 1-A
Edwardsville, IL 62025
Phone: (618) 692-3704
No. 1706 4E P

MARTIN, Thomas
Vice President-Student Affairs
Tennessee State University
3500 John Merritt Boulevard
Nashville, TN 37209-1561
Phone: (615) 320-3846
No. 2337 3 V

MARTIN, Wanda
Director-Academic Advising Ctr
Univ of Alaska-Fairbanks
P.O. Box 756400
Fairbanks, AK 99775
Phone: (907) 474-6396
No. 910002 5 P

MARTIN, William A.
Executive Director
Phi Gamma Delta Fraternity
Box 4599
Lexington, KY 40544-4599
Phone: (606) 255-1848
No. 9025 3 A

MARTINEZ, Christina
Residence Hall Manager
New York University
35 Fifth Ave., #1501
New York, NY 10003
Phone: (212) 995-3100
No. 17678 2 P

MARTINEZ, Erlinda J.
Administrative Dean
Mission College
3000 Mission College Blvd.
Santa Clara, CA 95054
Phone: (408) 748-2719
No. 9457 6 A

MARTINEZ, Monica R.
Assistant Dean of the College
Williams College
Office of the Dean
Williamstown, MA 01267
Phone: (413) 597-4262
E-mail: MMARTINEX@WILLIAM
No. 15834 1 P

MARTINO, Cynthia L.
Coord. of Student Activities
St. Andrews Presbyterian Coll.
Belk Center, 1700 Dogwood Mile
Laurinburg, NC 28352
Phone: (919) 277-5145
No. 17149 3 A

MARTONI, Charles
Dean of Students
Community Coll of Allegheny Co
Boyce Campus-595 Beatty Road
Monroeville, PA 15146
Phone: (412) 733-4250
No. 2477 2 A

MARVIN, Kenneth
Staff Associate
Michigan State University
1225 Marigold Avenue
East Lansing, MI 48823
Phone: (517) 353-6650
E-mail: Pete.MARVIN@MSU.EDU
No. 944 4E P

MARWAH, Rimi
Academic Advisor
Kansas State University
1838 Anderson #15
Manhattan, KS 66502
Phone: (913) 539-1606
No. 21251 4W S

MASCIOLI, Judith P.
Asst.to the VP-Student Affairs
Boston College
Donaldson House
Chestnut Hill, MA 02167
Phone: (617) 552-3280
No. 9569 1 P

MASELLI, MaryAnn L.
Director of Residence Life
College of Misericordia
Dallas, PA 18612
Phone: (717) 674-6266
No. 14729 2 P

MASENGILL, Libby
Indiana University
Teter A418
Bloomington, IN 47406
Phone: (812) 857-5745
No. 20812 4E S

MASHBURN, Richard
Asst VP for Student Affairs
Florida State University
313 Westcott Building
Tallahassee, FL 32306
Phone: (904) 644-5590
No. 6729 3 P

MASLOWSKI, Gary D.
Director of Residential Life
University of San Francisco
2130 Fulton St
San Francisco, CA 94117
Phone: (415) 666-6824
No. 6861 6 P

MASON, Tisa
Director of Student Life
Christopher Newport University
50 Shoe Lane
Newport News, VA 23606
Phone: (804) 594-7260
No. 12935 3 A

MASONI, Georgina Ann
6031 Albemarle Street
San Diego, CA 92139-1707
Phone: (619) 470-3284
No. 17216 6 S

MASSARO, Anne V.
Asst. Dean of Students
University of North Texas
P.O. Box 5356
Denton, TX 76203
Phone: (817) 565-2648
Fax: (817) 565-4376
No. 16940 3 P

MASSELL, Robert T.
2470 NW Rolling Green Apt. #29
Corvallis, OR 97330
Phone: (503) 737-3659
Fax: (503) 737-2400
No. 21603 5 S

MASSEY, JR., Thomas J.
Project Coordinator
Inst on Ethnic Diversity/WICHE
P.O. Drawer P
Boulder, CO 80301-9752
Phone: (303) 541-0289
Fax: (303) 541-0291
E-mail: Massey_T@CUBLDR.Colorado.EDU
No. 21765 4W SMN

MASSON, Shelly
Residence Hall Director
Rhode Island College
PO Box 17559
Esmond, RI 02917
Phone: (401) 456-8433
No. 15949 1 P

MASSOTT, Stephen F.
Assoc. Dean of Students
Ringling Sch. of Art & Design
2700 North Tamiami Trail
Sarasota, FL 34234
Phone: (813) 359-7509
Fax: (813) 359-7517
No. 19487 3 P

MASTERS, Mitchell
Associate Hall Director
Colorado State University
AHD Newson Hall
Fort Collins, CO 80521
Phone: (303) 495-2482
No. 20591 4W S

MATA, Patricia I.
Briar Cliff College
3303 Rebecca Street
Sioux City, IA 51104
No. 20557 4E H

MATEER, Richard
Dean, Richmond College
University of Richmond
Dean's Office
Richmond, VA 23173
Phone: (804) 289-8061
No. 595 3 P

MATHENY, B. Suzanne
Dean of Students
Belmont University
1900 Belmont Boulevard
Nashville, TN 37212-3757
Phone: (615) 385-6407
Fax: (615) 385-6497
E-mail: Deanofstd@Belmont.EDU
No. 20245 3 A

MATHERLY, Cheryl
Assoc. Dir., Career Services
Rice University
P.O. Box 1892
Houston, TX 77251
Phone: (713) 527-4055
Fax: (713) 285-5270
No. 21578 3 P

MATHEWS, Nancy Irle
Assoc. Dir. Student Health Ctr
Louisiana State University
812 Bancroft Way
Baton Rouge, LA 70808
Phone: (504) 388-6271
No. 6445 3 P

MATHIAS, Krista
434 Hidden Ravine Drive
Powell, OH 43065
Phone: (614) 548-5187
No. 19489 4E S

MATHIS, JR., Christopher
Graduate Advisor
Michigan State University
E-2 Wilson Hall
East Lansing, MI 48825-1208
Phone: (517) 353-0297
No. 21722 4E S

MATIAS, Timothy
Residence Director
The Culinary Inst. of America
Box 361 - 433 Albany Post Rd.
Hyde Park, NY 12538-1499
Phone: (914) 454-4687
No. 20628 2 A

MATOS, Noelia R.
Dean of Student Life
Community Coll of Philadelphia
1700 Spring Garden Street
Philadelphia, PA 19130
Phone: (215) 751-8844
No. 14087 2 A

MATSUI, Sandy
Dean of Student Services
Windward Community College
45-720 Kea'ahala Road
Kaneohe, HI 96744
Phone: (808) 235-7466
Fax: (808) 247-5362
No. 20848 6 A

MATTHEWS, Alfred T.
Vice Chancellor-Student Life
East Carolina University
113 Spilman Building
Greenville, NC 27858-4353
Phone: (919) 757-6541
No. 1834 3 V

MATTHEWS, Andrew
Assistant Dir., Campus Living
University of Maine-Orono
5772 So. Campus Office
Orono, ME 04469-5772
Phone: (207) 581-4503
Fax: (207) 581-3718
No. 1804 1 P

MATTHEWS, Sue
Assistant Director Housing
Cal State Univ-Dominguez Hills
PO Box 6228
Carson, CA 90749
Phone: (310) 516-4228
Fax: (310) 516-4275
No. 12865 6 P

MATTIOLI, Jerome
Area Coordinator
Case Western Reserve Univ.
10900 Euclid #115 Yost
Cleveland, OH 44106-7061
Phone: (216) 368-3780
No. 15928 4E P

MATTLAGE, Larry
Dir., Career Exp. & Counseling
Texas State Tech. Coll. - Waco
3801 Campus Drive
Waco, TX 76705
Phone: (817) 867-3610
Fax: (817) 799-4725
No. 940014 3 P

MATTSON, Rebecca T.
Associate Dean of Students
Scripps College
1030 Columbia Avenue
Claremont, CA 91711-3948
Phone: (909) 621-8180
No. 20433 6 P

MATUSOW-AYRES, Helen
Associate Dean of Students
New Jersey Inst of Technology
323 Martin Luther King Blvd.
Newark, NJ 07102
Phone: (201) 596-3469
Fax: (201) 596-2951
E-mail: matusow@admin1.njit.edu
No. 5891 2 A

MATZAT, Michele A.
Dir. of Student Development
Hendrix College
1601 Harkrider
Conway, AR 72032
Phone: (501) 450-1372
E-mail: MMATZAT@CHARLIE.USD.EDU
No. 15451 4W P

MAULDIN, Kimberly O.
Assoc. Director Student Life
University of North Alabama
P.O. Box 5033
Florence, AL 35632-0001
Phone: (205) 760-4213
No. 21193 3 P

MAXEY, Todd Alan
Assistant Hall Director
University of Tennessee
2117 Andy Holt Ave
Knoxville, TN 37916-3512
Phone: (615) 595-6312
No. 15968 3 S

MAXWELL, Carolyn M.
Director Student Activities
Allegheny College
Box H
Meadville, PA 16335
Phone: (814) 332-2754
No. 20208 2 P

MAXWELL, Daniel M.
Asst Dir of Student Programs
University of Arizona
Student Union 101
Tucson, AZ 85721
Phone: (602) 621-8046
No. 17176 6 P

MAXWELL, Kelly E.
Graduate Assistant
Florida State University
104 Cawthon Hall
Tallahassee, FL 32306-2036
Phone: (904) 644-2863
Fax: (904) 644-7997
No. 21527 3 S

MAXWELL, Stanley
Associate Dean of Students
Baldwin-Wallace College
275 Eastland Road
Berea, OH 44017
Phone: (216) 826-2116
No. 898 4E P

MAY, Marianne E.
Vice President/Student Develop
Palm Beach Atlantic College
PO Box 24708
Palm Beach, FL 33416
Phone: (407) 650-7709
No. 20312 3 A

MAY, Mark K.
412 N. 11th
Oxford, MS 38655
Phone: (601) 236-2723
No. 21328 3 S

MAY, Mike
Grad. Asst./Discipline
Coastal Carolina University
100 Chanticleer Drive A-106
Conway, SC 29526
Phone: (803) 347-2406
Fax: (803) 347-0092
No. 21430 3 S

MAY, Millie
Coord. Adult Programs Office
University of Portland
5000 N. Willamette Boulevard
Portland, OR 97203
Phone: (503) 283-7425
No. 21703 5 S

MAY, Roger A.
Dean of Activities
Wilbur Wright College
4300 N. Narragansett
Chicago, IL 60634
Phone: (312) 481-8144
No. 19974 4E A

MAYEDA, Sandra K.
6585 El Colegio Rd
Goleta, CA 93117
Phone: (805) 968-4319
No. 8171 6 A

MAYEDA, Sandy
Manager
Tropicana Gardens
6585 El Colegio Road
Goleta, CA 93117
Phone: (805) 968-4319
No. 20777 6 SMP

MAYFIELD, Rick A.
Asst. Dir. Residential Life
Nova Southeastern University
3301 College Avenue
Ft. Lauderdale, FL 33314
No. 21815 3 A

MAYLONE, Barbara
Associate Dean of Student Life
Le Moyne College
Le Moyne Heights
Syracuse, NY 13214
Phone: (315) 446-2882
No. 1486 2 P

MAYNARD, Elizabeth
Graduate Resident
University of Georgia
M-L/Soule Gr, Myers Community
Athens, GA 30609
Phone: (706) 357-0064
No. 20474 3 S

MAYRL, William
Assistant Chancellor
Univ of Wisconsin-Milwaukee
114 Chapman Hall - PO Box 413
Milwaukee, WI 53201
Phone: (414) 229-4038
No. 1422 4E V

MAZDRA, Brad C.
3902 Dutch Bottom Road
Arnold, MO 63010
Phone: (215) 898-7221
No. 21899 4W S

MAZZA, Peter D.
Vice President Student Affairs
Westfield State College
Student Affairs
Westfield, MA 01086
Phone: (413) 568-3311
No. 2754 1 V

McALEENAN, Andrea C.
Asst. Dean & Director
UCLA - AGSM Suite 4383
405 Hilgard Avenue
Los Angeles, CA 90024-1481
Phone: (310) 825-9818
Fax: (310) 206-4151
E-mail: amcaleen@agsm.ucla.edu
No. 9136 6 P

McANDREW, Karen S.
Director of Career Planning
Harvey Mudd College
Claremont, CA 91711
Phone: (714) 621-8091
No. 12675 6 P

McANUFF, Courtney O.
Associate Vice President
Eastern Michigan University
112 Welch Hall
Ypsilanti, MI 48197
Phone: (313) 487-0388
No. 20300 4E P

McATEE, Christopher
Residence Hall Director
Marquette University
725 N. 18 St.
Milwaukee, WI 53233
Phone: (414) 288-4244
Fax: (414) 288-5108
No. 19514 4E P

McBRIEN, Michael
Director Residential Life
Babson College
Babson Park, MA 02157-0901
Phone: (617) 239-4438
No. 11137 1 P

McCABE, Donald L.
Assoc. Professor
GSM - Rutgers University
312 Highland Road
South Orange, NJ 07079
Phone: (201) 648-5308
Fax: (201) 648-1424
No. 21307 2 P

McCABE, Les
Director Administrative Affairs
Inst. for Shipboard Education
811 William Pitt Union
Pittsburgh, PA 15260
Phone: (412) 648-7490
No. 14728 2 P

McCAFFERTY, Cynthia
St. Louis University
3668 Russell 2nd Floor
St. Louis, MO 63110
Phone: (314) 776-7949
Fax: (314) 727-2228
No. 21252 4W S

McCAFFREY, Paul V.
Vice President-Student Affairs
Massachusetts College of Art
621 Huntington Avenue
Boston, MA 02115
Phone: (617) 232-1555
No. 12863 1 V

McCAIG, Kerry
Dir., Freshman Success Program
Regis University
3333 Regis Blvd, Carroll Hall
Denver, CO 80221-1099
Phone: (303) 458-3515
Fax: (303) 458-4921
No. 16948 4W P

McCAIGUE, Ryan
Director of Housing
Embry-Riddle Aeronautical Univ
3200 Willow Creek Road
Prescott, AZ 86301
Phone: (602) 776-3747
Fax: (602) 776-3745
E-mail: MCCAIGR@SLAB.PR.ERAU.EDU
No. 19725 6 P

McCALLUS, Joseph L.
Director Student Programs Svcs
Pennsylvania State University
Hazleton Campus
Hazleton, PA 18201
Phone: (717) 450-3162
No. 14133 2 V

McCANN, Kenneth R.
Dean of Student Affairs
New Hampshire Tech College
1066 Front St.
Manchester, NH 03102
Phone: (603) 668-6706
No. 10498 1 P

McCARTHY, Ana Duarte
Asst Dean/Dir. Student Life
Parsons School of Design
66 Fifth Avenue
New York, NY 10011
Phone: (212) 229-8993
No. 8256 2 V

McCARTHY, Mark D.
Associate Dean of Students
Marquette University
1442 W. Wisconsin Ave, Rm 329
Milwaukee, WI 53233
Phone: (414) 288-3108
No. 393 4E P

McCARTHY, Maureen A.
Asst. Professor
Austin Peay State University
Psychology Department
Clarksville, TN 37044
No. 14561 3 P

McCARTHY, Teri
Director of Sales Admin.
SODEXHO USA
153 Second Ave
Waltham, MA 02254
Phone: (617) 890-6200
No. 11445 1 SMP

McCARTHY, Terry
Director Student Activities
Jacksonville State University
700 Pelham Road, N.
Jacksonville, AL 36265-9982
Phone: (205) 782-5490
No. 20198 3 P

McCARTHY-BARNETT, Kathlene
P.O. Box 1347
Coventry, RI 02816-0024
Phone: (401) 823-4327
No. 15385 1 S

McCARTY, Yvonne
CA State University-San Marcos
Office-Assoc. Dean of Students
San Marcos, CA 92096-0001
No. 20548 6 H

McCASKEY, Lee H.
Director
Appalachian State University
2nd Floor-Student Union
Boone, NC 28608
Phone: (704) 262-2704
E-mail: CCASKEYLH@APPSTAT
No. 10896 3 P

McCASLAND, Jayna L.
Asst to Dir/HELP/Success Ctr
Colorado State University
202 Aylesworth NE
Fort Collins, CO 80523
Phone: (303) 491-6011
Fax: (303) 491-1133
E-mail: jmccasland@vines.colostate.edu
No. 21855 4W P

McCAULEY, Kendall Anne
58 Perry Street
Brookline, MA 02146
Phone: (617) 239-4433
No. 20970 1 A

McCAULEY, Ruth F.
Director, Setzer Student Ctr
Lamar University
P.O. Box 10018
Beaumont, TX 77710
Phone: (409) 880-8722
No. 11368 3 P

McCLELLAN, George
Dir. Grad. & Off Campus House
Northwestern University
850 N. Lake Shore Dr.
Chicago, IL 60611
Phone: (312) 503-8514
No. 20441 4E P

McCLURE, Barbara
Dir. of Counseling Services
Le Moyne College
116 Loyola Hall
Syracuse, NY 13214-1399
Phone: (315) 445-4195
Fax: (315) 445-4767
No. 21302 2 P

McCLUSKEY-TITUS, Phyllis
Associate Director
Florida State University
104 Cawthon Hall
Tallahassee, FL 32306
Phone: (904) 644-2863
No. 4902 3 P

McCOMBS, Candalene
Chair, Academic Development
Canisius College
2001 Main Street
Buffalo, NY 14208
Phone: (716) 888-2265
No. 12420 2 P

McCONKEY, Douglas
Vice President Student Affairs
Ball State University
2000 University Ave.
Muncie, IN 47306
Phone: (317) 285-1444
E-mail: MCCONKEY@SUVZX1.
No. 506 4E V

McCONNEL, Jim
Director of Residence Life
James Madison University
102 Alumnae Hall
Harrisonburg, VA 22807
Phone: (703) 568-6275
No. 15362 3 P

McCORMICK, James S.
Director of Campus Life
Regis University
3333 Regis Boulevard
Denver, CO 80221
Phone: (303) 458-3505
Fax: (303) 964-5530
No. 10982 4W P

McCORNOCK, Kathleen
358 NW 21st Street
Corvallis, OR 97330
Phone: (503) 758-4153
No. 20021 5 S

McCOY, Eamon C.
Resident Assistant
Rhode Island College
76 Lakeview Drive
Providence, RI 02910
Phone: (401) 274-7655
No. 21298 1 S

McCOY, James S.
Asst VP Enrollment Svcs
Miami University
Admission Office
Oxford, OH 45056
Phone: (513) 529-5040
No. 19130 4E P

McCRACKEN, Ward H.
VP for Student Development
Gannon University
University Square
Erie, PA 16541
Phone: (814) 871-5844
No. 18095 2 V

McCRAY JR., John H.
VP Student Development
University of Rhode Island
312 Memorial Union
Kingston, RI 02881
Phone: (401) 792-5474
No. 2121 1 V

McCULLERS, Gail
Director, Housing/Res Life
Auburn University
Burton Hall 202C
Auburn University, AL 36849
Phone: (205) 844-4580
No. 15417 3 P

McCULLEY, Melanie
Associate Dean of Students
Rensselaer Polytech Institute
200 Troy Builduing
Troy, NY 12180
Phone: (518) 276-4051
No. 9612 2 P

McCULLOH, Thayne
Director, Housing/Res. Life
Gonzaga University
E. 502 Boone Avenue
Spokane, WA 99258-0001
Phone: (509) 328-4220
No. 15285 5 P

McCULLY, Annette
Asst Director Student Center
Rowan College of New Jersey
Student Center Office
Glassboro, NJ 08028
Phone: (609) 863-6144
No. 14668 2 P

McCURDY, Carolyn B.
Dir, Student Development Ctr
Southern Univ. New Orleans
6400 Press Dr. U.C. 237
New Orleans, LA 70126
Phone: (504) 286-5375
Fax: (504) 286-5131
No. 7220 3 V

McCURDY, Colleen
Asst Director Residence Life
Johns Hopkins University
AMR 2 Box 2437 3400 N. Charles
Baltimore, MD 21218
Phone: (410) 516-8283
No. 12806 2 P

McCURDY, Keith G.
Dean of Student Affairs
University of Lethbridge
4401 University, Lethbridge
Alberta, Canada T1K 3M4
Phone: (403) 329-2593
E-mail: McCurdy@HG.ULETH.CA
No. 6351 5 V

McDERMOTT, Maureen
Asst Dir Student Activities
University of Rhode Island
234 Memorial Union
Kingston, RI 02881
Phone: (401) 792-2926
No. 17302 1 P

McDEVITT, Patricia
Associate Director
California State U-Chico
First & Orange Streets
Chico, CA 95929-0722
Phone: (916) 898-4428
No. 20307 6 P

McDONALD, Ann
VP Student Affairs
Univ. of Texas - El Paso
P.O. Box 636
El Paso, TX 79968-0636
Phone: (915) 747-5076
E-mail: McDonald@DT3.DT.UH.
EDU
No. 11498 3 A

McDONALD, Dennis P.
Associate Dean of Students
College of Saint Rose
432 Western Ave
Albany, NY 12203
Phone: (518) 454-5126
Fax: (518) 458-5428
E-mail: MCDONALD@ROSNET.
STROSE.EDU
No. 20396 2 P

McDONALD, Jennifer
University of Arkansas
705 Putman
Fayetteville, AR 72701
No. 20657 4W S

McDONALD, Tom L.
VP for Student Services
Meridian Community College
910 Highway 19 North
Meridian, MS 39307
Phone: (601) 483-8241
No. 1933 3 V

McDONALD, William M.
Dean of Student Development
Carson-Newman College
Russell Avenue
Jefferson City, TN 37760
Phone: (615) 471-3235
No. 9865 3 P

McDOUGAL, Barbara
Vice President-Student Develop
Carson-Newman College
Box 71982
Jefferson City, TN 37760
Phone: (615) 471-3235
No. 738 3 V

McDOUGLE, Lisa
Interim Dir. of Res. Life
St. Mary's University
One Camino Santa Maria Box 77
San Antonio, TX 78228-8577
Phone: (210) 436-3714
Fax: (210) 436-3300
No. 14041 3 P

McELHINNEY, Thomas K.
VP for Student Affairs
Hahnemann University
Broad & Vine Streets
Philadelphia, PA 19102-1192
Phone: (215) 762-1400
E-mail: mcelhinneyt@hal.
hahnemann.edu
No. 20881 2 A

McELROY, Tim
Director of Admissions
University of the Ozarks
415 College Ave
Clarksville, AR 72830
Phone: (501) 754-3839
No. 21170 4W A

McENERY, Becky Brennecke
Hall Director
University of Connecticut
PO Box 232
Storrs, CT 06268
Phone: (203) 486-4743
Fax: (203) 486-2263
E-mail: HOLC6@UCONNVM.
UCONN.EDU
No. 15984 1 P

McEWEN, Marylu K.
Associate Professor
Univ of Maryland-College Park
3214 Benjamin -Counseling
College Park, MD 20742
Phone: (301) 405-2871
No. 8284 2 P

McFADDEN, Duane
204 Annabel Lane
Ft. Collins, CO 80525
Phone: (303) 223-8009
No. 21864 4W S

McFARLAND, Lane
Graduate Student
University of Georgia
220-B Airport Rd
Athens, GA 30605
Phone: (706) 542-1812
No. 12888 3 S

McFARLAND, Robie
Dean of Students
Hollins College
PO Box 9686
Roanoke, VA 24020
Phone: (703) 362-6405
No. 19931 3 V

McFARLAND, Tracy B.
Area Director
University of Tampa
401 W. Kennedy Blvd. Box 42F
Tampa, FL 33606
Phone: (813) 253-6255
No. 21676 3 P

McFARLAND-HUNTER, M. Carolyn
Student Activities
Colorado School of Mines
250 South Sherman Street
Denver, CO 80209
Phone: (303) 722-3418
Fax: (303) 871-2438
No. 14003 4W P

McGEE, Laura
6451 Old Shell Road #604
Mobile, AL 36608
Phone: (205) 344-5039
No. 21314 3 S

McGEE, Martha
Dean of Students
Jacksonville University
Jacksonville, FL 32211
Phone: (904) 744-3950
No. 19220 3 V

McGEE, Monica
Associate Director
New Mexico State University
Box CC
Las Cruces, NM 88003-0004
Phone: (505) 646-4531
No. 8815 4W P

McGEE, Randall L.
357 Morrill Tower
1900 Cannon Drive
Columbus, OH 43210
No. 20815 4E S

McGHEE, Mary
Student Affairs & Act 2BE 1142
Seattle Central Community College
1701 Broadway
Seattle, WA 98122
Phone: (206) 587-4134
Fax: (206) 344-4390
E-mail: mmcghee@seaccd.ctc.edu
No. 10421 5 A

McGHEE, Milva J.
Head Resident
Southern IL Univ.-Carbondale
Neely Hall/Apt. 114/U-Park
Carbondale, IL 62901
Phone: (618) 536-6708
No. 21283 4E S

McGILL, Jeannette
SUNY College at New Paltz
213A Deyo Hall
New Paltz, NY 12561
Phone: (914) 257-5039
No. 20469 2 S

McGILL, Joseph C.
Associate Dean Student Life
University of Redlands
1200 E. Colton Ave. Box 3080
Redlands, CA 92373-0999
Phone: (714) 335-4053
No. 1686 6 P

McGINNITY, Thomas
Asst Coord Student Activities
Texas Tech University
TTU Box 42031, University Ctr
Lubbock, TX 79409-2031
Phone: (806) 742-3621
Fax: (806) 742-0655
No. 20865 3 P

McGINTY, Felicia E.
220 West Cherry #101
Flagstaff, AZ 86001
Phone: (602) 523-7106
No. 19832 6 S

McGINTY, Patrick
Head Resident
Southern IL Univ.-Carbondale
220 Schneider Hall/Brush Tower
Carbondale, IL 62901
Phone: (618) 536-1452
No. 21072 4E S

McGOEY, Shane
Coordinator Greek Affairs
Muhlenberg College
2400 Chew Street
Allentown, PA 18104
Phone: (215) 821-3182
No. 21188 2 P

McGONIGLE, Robert
Dean of Students
King's College
133 N. River Street
Wilkes-Barre, PA 18711
Phone: (717) 826-5875
No. 1649 2 P

McGRATH, Gary L.
V Chancellor Student Affairs
Univ of Minn-Morris
600 East Fourth Street
Morris, MN 56267
Phone: (612) 589-6013
No. 10497 4E V

McGRATH, Michael
Dean of Students
Iona College
715 North Avenue
New Rochelle, NY 10801
Phone: (914) 633-2361
No. 11587 2 P

McGRAW, A. Peter
Rutgers University
Rutgers Coll.-Bishop House 109
New Brunswick, NJ 08903
Phone: (908) 846-3692
E-mail: pmcgraw@eden.rutgers.edu
No. 21456 2 S

McGUIGAN, Julie
Graduate Student
Bowling Green State University
425 Student Services
Bowling Green, OH 43403
Phone: (419) 372-8063
No. 21059 4E S

McGUINESS-BLEWITT, Joan
Dir.-Career Planning/Placement
King's College
North River Street
Wilkes-Barre, PA 18711
Phone: (717) 826-5874
No. 4403 2 P

McGUINNESS, Maureen M.
Resident Assistant
John Carroll University
Box #9999 JCU
University Heights, OH 44118
Phone: (216) 397-5282
Fax: (216) 397-3028
No. 21285 4E S

McGUIRE, Ann M.
Sr Coord of Programs/Res
Boston University
775 Commonwealth Avenue - SAO
Boston, MA 02215
Phone: (617) 353-3635
No. 20971 1 P

McGUIRE, Annemarie
Resident Director
Alfred University
Residence Life Department
Alfred, NY 14802
Phone: (607) 871-2300
E-mail: McGuire@Ceramics
No. 18470 2 S

McGUIRE, John J.
Assistant Dean of Students
Radford University
Radford, VA 24142
No. 3613 3 P

McGUIRE, Maryclaire P.
Dean of Women
College of Saint Elizabeth
2 Convent Rd
Morristown, NJ 07960-6989
Phone: (201) 292-6300
No. 2673 2 V

McGUIRE, Noreen
Dir. Ed. Prgms & Research
George Mason University
MS 204
Fairfax, VA 22030-4444
Phone: (703) 993-2920
No. 15897 3 P

McGUIRE-CLOSSON, Margaret
Dean of Students
Northampton Community College
3835 Green Pond Road
Bethlehem, PA 18017
Phone: (610) 861-5300
Fax: (610) 861-5373
No. 1065 2 V

McINALLY, David W.
Dean of Students
Allegheny College
Box 19
Meadville, PA 16335
Phone: (814) 332-4356
No. 6396 2 V

McINNIS, Allan W.
Dir, Student Housing Services
University of Guelph
Maritime Hall
Ontario Canada N1G 2W1
Phone: (519) 824-4120
No. 16902 4E P

McINNIS, Karen F.
Asst. Dir. of Res. Life
Coastal Carolina University
100 Chanticleer Dr. G-308
Conway, SC 29526
Phone: (803) 347-2406
Fax: (803) 347-0092
No. 17936 3 P

McINTIRE, David
Acting VP for Student Life
Azusa Pacific University
901 E. Alosta Ave.
Azusa, CA 91702 7000
Phone: (818) 812-3061
No. 2059 6 V

McINTIRE, Maureen
Dean of Students
Washington College
300 Washington Ave
Chestertown, MD 21620-1197
Phone: (410) 778-7752
No. 2742 2 V

McINTYRE, Carolyn
Director Adult Student Service
Northwest College
231 West 6th
Powell, WY 82435
Phone: (307) 754-6159
No. 11990 4W P

McISAAC, Penny
Director of Student Life
Broward Community College
225 E. Las Olas Blvd
Fort Lauderdale, FL 33301
Phone: (305) 475-6755
No. 9248 3 P

McJUNKINS, Kristin
Asst Dir of MacMorland Center
Widener University
One University Place
Chester, PA 19013
Phone: (215) 499-4400
No. 12627 2 P

McKAIG, Richard
Dean of Students
Indiana University
Franklin Hall #108
Bloomington, IN 47405
Phone: (812) 855-8187
No. 2567 4E V

McKAY JR., L.E.
Director, Student Activities
Citadel Military College of SC
Department of Student Activity
Charleston, SC 29409
Phone: (803) 792-5111
No. 15456 3 V

McKECHNIE, Christa
Graduate Assistant
University of Maine
5772 S. Campus Office
Orono, ME 04469-5772
Phone: (207) 581-4543
Fax: (207) 581-3718
No. 20984 1 S

McKEE, C. William
VP & Dean of the College
Cumberland University
Lebanon, TN 37087
Phone: (615) 444-2562
Fax: (615) 444-2569
No. 10615 3 V

McKEE, Eric A.
VP Student Services
Dalhousie University
6136 Univ Ave Rm 410-12 SUB
Halifax, Nova Scotia B3H 4J2
Phone: (902) 494-2404
No. 12681 4W P

McKELFRESH, David
Director -Residence Life
Colorado State University
112 Palmer Ctr,1005 W. Laurel
Ft Collins, CO 80523
Phone: (303) 491-6511
E-mail: MAC@SACC.
COLOSTATE.EDU
No. 8995 4W P

McKELVEY, Anne
Dir., Campus Recreation
MSCD
PO Box 173362, Campus Box 31
Denver, CO 80217-3362
Phone: (303) 556-3210
No. 21003 4W P

McKENDALL, JR., Benjamin W.
Associate Vice President
San Jose State University
San Jose, CA 95192-0031
Phone: (408) 924-5900
No. 3618 6 P

McKENNA, Colleen A.
Residence Director
Saint Mary's College
1098 Lemans-SMC
Notre Dame, IN 46556
Phone: (219) 284-4604
No. 18395 4E P

McKENZIE, Andrew
Dean of Student Services
Sussex Co. Community College
One College Hill
Newton, NJ 07860
Phone: (201) 300-2201
Fax: (201) 579-1620
No. 10020 2 A

McKENZIE, Brenda L.
Student Affairs Administrator
Univ. of Texas at Austin
Dean of Stu. Off./PO Box 7849
Austin, TX 78713-7849
Phone: (512) 471-3304
Fax: (512) 471-7833
No. 15584 3 P

McKENZIE, David
CA State University-San Marcos
362 Via Metates
Oceanside, CA 92057
Phone: (619) 945-0549
No. 20549 6 H

McKENZIE, Ione L.
1101 Fifth Avenue
Farmville, VA 23901
Phone: (804) 392-9334
No. 2071 3 S

McKENZIE, Mary Beth
Residence Life Coordinator
North Carolina State Univ.
Box 7315 NCSU
Raleigh, NC 27695
Phone: (919) 515-7215
No. 21427 3 A

McKIERNAN, Stephen R.
Director, Student Programming
West Chester University
Room 230 Sykes Union Building
West Chester, PA 19383
Phone: (215) 436-2983
No. 6218 2 P

McKILLIP, Tiffany L.
Dean Student Development
Greensboro College
815 West Market Street
Greensboro, NC 27401
Phone: (919) 271-2227
No. 21237 3 A

McKINLEY, Donna L.
VC for Student Affairs
Univ of Michigan-Dearborn
4901 Evergreen,1060 Admin Bldg
Dearborn, MI 48128-1491
Phone: (313) 593-5151
E-mail: DMcKinle@AB-F1.umd.
umich.edu
No. 15876 4E A

McKINNEY, Barry Slade
Resident Director
Texas A & M University
P.O. Box 1022
College Station, TX 77841-1022
Phone: (409) 845-6798
E-mail: BSM4733@TAMVM1.
TAMU.EDU
No. 20749 3 S

McKINNEY, Mike
Northern Michigan University
Student Activities Office
Marquette, MI 49855
Phone: (906) 227-3907
Fax: (906) 227-2346
No. 21662 4E S

McKINNEY, Todd P.
Dir. Leadership Dev./Stu. Act.
Ursinus College
Student Life Off./Wismer Hall
Collegeville, PA 19426
Phone: (215) 489-4111
No. 18333 2 P

McKNIGHT, Steve
University of Mississippi
P.O. Box 2102
University, MS 38677
Phone: (601) 232-3754
No. 21506 3 S

McLAUGHLIN, Jacquelyn
Dean of Student Development
Camden County College
PO Box 200 Little Glouscester
Blackwood, NJ 08012
Phone: (609) 227-7200
No. 11332 2 V

McLAUGHLIN, Steve
Dean of Students
Univ of Wisconsin-Parkside
900 Wood Road, Box 2000
Kenosha, WI 53141-2000
Phone: (414) 595-2419
No. 395 4E P

McLEAN, Heather Baldwin
Ctr Dir/Embry-Riddle Aero Univ
A. Co. 165th MI BN
CMR 440 Box 381 APO AE09175
No. 21741 1 P

McLEOD, Christina
900 Jersey Street
Bellingham, WA 98225
Phone: (206) 671-2675
No. 21645 5 S

McLEOD, Laurel
Vice President Student Life
Colorado College
14 E. Cache la Poudre
Colorado Springs, CO 80903
Phone: (719) 389-6689
No. 1557 4W V

McLEOD, William
Vice President-Student Affairs
Saint Mary's College
P.O. Box 3305
Moraga, CA 94575
Phone: (510) 631-4000
No. 2064 6 V

McMAHON, James P.
Dean of Residence Life
Marquette University
716 N. 11th Street
Milwaukee, WI 53233
Phone: (414) 288-7208
Fax: (414) 288-5108
E-mail: MCMAHONJ@VMS.CSD.
MU.EDU
No. 6273 4E P

McMAHON, Kathleen
Graduate Assistant
University of Maine
5703 Alumni Hall/Office VPSA
Orono, ME 04469-5703
Phone: (207) 581-1429
No. 18668 1 S

McMAHON, Linda
Vice President-Student Service
Marymount University
Student Services Office
Arlington, VA 22207
Phone: (703) 284-1615
Fax: (703) 524-8763
No. 6241 3 V

McMAHON, Patricia A.
5 Rockingham Rd
Auburn, NY 13021
Phone: (315) 253-8507
No. 17490 2 S

McMAHON, Roberta
Director of Student Developmnt
Rhode Island School of Design
2 College Street
Providence, RI 02903
Phone: (401) 454-6639
No. 16891 1 P

McMAHON, Timothy R.
Coord-Education Program
University of Iowa
112 Rienow Hall
Iowa City, IA 52242-1119
Phone: (319) 335-9360
No. 7921 4E P

McMARTIN, Flora
Assessment Coordinator
Univ. of San Francisco
UC 401
San Francisco, CA 94117
Phone: (415) 666-6327
E-mail: McMartinf@ALM.ADMIN.
USFCA.EDU
No. 145 6 P

McMICHEN, Tammy R.
Resid. Hall Director-Mens Hall
University of NE at Kearney
1103 W. 26th, Mens RHD Apt.
Kearney, NE 68847-4234
Phone: (308) 234-1534
No. 20705 4W S

McMILLAN, Bruce R.
Assistant Director
Lynchburg College
Box 9324
Lynchburg, VA 24501
Phone: (804) 522-8455
No. 19631 3 P

McMILLER, Joanne
2708 North Moulten Drive
Oklahoma City, OK 73127
Phone: (405) 946-8818
No. 18890 4W S

McMURRAY, J. David
Director of Student Services
University of Windsor
50 Vanier Hall
Windsor Ontario N9B 3P4
Phone: (519) 973-7065
No. 15498 4E A

McNEIL, Vicki L.
Assistant Vice President
Loyola University
6363 St Charles Ave 205 Danna
New Orleans, LA 70118
Phone: (504) 865-3030
No. 10816 3 P

McNEILL, Leslie Haxby
826 Exmoor Drive
Cincinnati, OH 45240
Phone: (513) 825-5219
No. 5851 4E A

McNISH, Deborah
Associate Dean of Students
Oberlin College
105 Peters Hall
Oberlin, OH 44074
Phone: (216) 775-8472
No. 18291 4E P

McNULTY, Sharon
Counselor
Saint Peter's College
Counseling Ctr, 2641 Kennedy
Jersey City, NJ 07306
Phone: (201) 915-9312
No. 15017 2 P

McOLGAN, Stacie
Resident Director
Texas A&M University
P.O. Box 7874
College Station, TX 77844
Phone: (409) 847-2118
No. 20729 3 S

McPHAIL, J. Stuart
Vice President-Student Service
Providence College
Student Services Office
Providence, RI 02918
Phone: (401) 865-2143
No. 2166 1 V

McPHEETERS, W. Andrew
Coordinator
Augustana College
Box 740
Sioux Falls, SD 57197
Phone: (605) 336-4496
No. 15208 4W P

McPHERSON, John D.
Assistant Director
Ball State University
LU 245
Muncie, IN 47306
Phone: (317) 285-8894
No. 17163 4E P

McPHERSON, Kathy
Graduate Student
Western Illinois University
1300 Carolbeth
Macomb, IL 61455
Phone: (309) 837-4451
No. 15386 4E S

McPHETRES, Joyce
Associate Dean of Students
Colby College
Waterville, ME 04901
Phone: (207) 872-3109
No. 7129 1 P

McQUILKIN, Paul
Associate Dean
University of Central Florida
P.O. Box 25000
Orlando, FL 32816
Phone: (407) 823-2000
No. 856 3 P

McRAE, Mary Rabaut
Dean of Students
Collin Co. Community College
2800 E. Spring Creek Pkwy.
Plano, TX 75074
Phone: (214) 881-5771
Fax: (214) 881-5702
No. 8751 3 V

McREYNOLDS, Mary Jane
Program Coord/One-on-One Progr
The Univ. of New Mexico
Student Services Center 280
Albuquerque, NM 87131
Phone: (505) 277-6884
No. 21954 4W S

McROBERTS, James
Vice President-Student Affairs
Rider University
2083 Lawrence Road
Lawrenceville, NJ 08648
Phone: (609) 896-5101
No. 1631 2 V

McSWEENEY, James
Director Student Activities
Babson College
Babson Park
Babson Park, MA 02157
Phone: (617) 239-4433
No. 14482 1 P

McTEE, Patrick
Director of Financial Aid
Univ of Nebraska-Kearney
Kearney, NE 68849
Phone: (308) 234-8520
Fax: (308) 234-8157
E-mail: mctee@platte.unk.edu
No. 14720 4W P

McVEIGH, Lynne
Asst Dean for Student Affairs
Cal State Univ-Fullerton
28000 Marguerite Parkway
Mission Viejo, CA 92692
Phone: (714) 582-4990
No. 744 6 P

MEABON, David L.
Vice President-Student Affairs
University of Toledo
2801 W. Bancroft
Toledo, OH 43606
Phone: (419) 537-2665
Fax: (419) 537-7913
E-mail: EXC0013@uoft01.utoledo.edu U
No. 1778 4E V

MEAD, Elaine B.
4110 Sonnet Drive
Tallahassee, FL 32303
No. 15954 3 S

MEAD, Gregory B.
Resident Director
Boise State University
2303 Campus Lane
Boise, ID 83706
Phone: (208) 385-3201
Fax: (208) 385-3305
No. 21301 5 P

MEADOWS, Sharon
Dir Community Safety &Security
Pacific University
2043 College Way
Forest Grove, OR 97116
Phone: (503) 359-2903
Fax: (503) 359-2904
No. 20956 5 A

MEANEY, Kelly Susan
Asst. Dir. of College Housing
SUNY Stony Brook
72 Greenhaven Drive
Port Jeff Station, NY 11776
Phone: (516) 632-6760
Fax: (516) 632-9211
E-mail: KMeaney@ccmail.sunysb.edu
No. 15605 2 P

MEDINA, Erlinda T.
Dir- Ctr for Transfer Students
University of Arizona
Robert L. Nugent Bldg Rm 11
Tucson, AZ 85721
Phone: (602) 621-8333
No. 10700 6 P

MEDLIN, Dan A.
Director of Greek Affairs
Southwest Texas State Univ.
302 LBJ Student Center
San Marcos, TX 78666
Phone: (512) 245-2674
Fax: (512) 245-8268
No. 21530 3 P

MEEHAN, Anne S.
60 Hickory Drive
Christiansburg, VA 24073-5412
Phone: (903) 432-0005
No. 18860 3 S

MEEHAN, Janice M.
Associate Dean of Students
Rutgers University
Douglass Coll,202 College Hall
New Brunswick, NJ 08903
Phone: (908) 932-9433
No. 1770 2 P

MEEK, David Lynn
Grad. Asst. to Union Programs
University of North Texas
P.O. Box 13705
Denton, TX 76203-3705
Phone: (817) 565-9288
No. 20585 3 S

MEEK, Phyllis
Associate Dean of Students
University of Florida
P202 Peabody Hall
Gainesville, FL 32611
Phone: (904) 392-1261
No. 2421 3 P

MEEKER, Rachel E.
Yavapai College
1100 E. Sheldon St. Box 6103
Prescott, AZ 86301
No. 21401 6 A

MEENTS, Ellen
Admissions Counselor
Roosevelt University
17 Ruth Drive
Mokena, IL 60448
Phone: (312) 341-2440
Fax: (312) 341-3523
No. 19161 4E P

MEIER, James
Associate Dean of Students
Concordia College
901 S. 8th Street
Moorehead, MN 56562
Phone: (218) 299-3455
No. 5201 4E P

MEIER, Stephen A.
Campus Recreation Director
Northern Kentucky University
105 Albright Health Center
Highland Heights, KY 41099
Phone: (606) 572-5198
No. 18482 3 P

MEINDL, Michael J.
Residence Director
Univ. of Nebraska - Lincoln
609 N. 17th Street
Lincoln, NE 68508-0629
Phone: (402) 472-1033
Fax: (402) 472-9293
E-mail: mmeindl@unlinfo.unl.edu
No. 21708 4W P

MEJEUR, Sharon
Associate Dean
Lutheran College
3024 Fairfield Avenue
Fort Wayne, IN 46807
Phone: (219) 458-2900
No. 14712 4E V

MEKJAVICH, Mark
Interim Dean, Student Services
San Joaquin Delta College
5151 Pacific Avenue
Stockton, CA 95207
Phone: (209) 474-5632
Fax: (209) 474-5649
No. 20903 6 A

MELBY, Ruth
Collequim Director
Waldorf College
Campus Center
Forest City, IA 50436
Phone: (515) 582-8250
No. 21210 4E P

MELCHI, Steven M.
804 Savoie
Bowling Green, OH 43402
Phone: (419) 354-0517
No. 18606 4E S

MELINIOTIS, Nadia
Student Affairs Officer
College Year in Athens
PO Box 17176—GR-10024 Athens
GREECE
No. 18536 6 SMN

MELINO, Karen T.
Assistant Dean of Students
Babson College
PO Box 2186, Hollister Bldg
Babson Park, MA 02157-0310
Phone: (617) 239-4075
No. 18560 1 P

MELTON, Gloria B.
Asst. Dean of Students
Michigan Tech. University
1400 Townsend Drive
Houghton, MI 49931-1295
Phone: (906) 487-2212
Fax: (906) 487-3343
E-mail: gbmelton@mtu.edu
No. 21365 4E P

MENA, Robert
VP for Student Services
Cochise College
4190 W. Hwy. 80
Douglas, AZ 85607-9724
Phone: (602) 364-0244
No. 5624 6 V

MENDELSON, Jeremy
Ohio Univ./101 W. Green Ave.
325 Ryors Hall
Athens, OH 45701-2739
Phone: (614) 597-5561
No. 20998 4E S

MENDEZ-GRANT, Monica
Minority Student Advisor
Texas Christian University
PO Box 32919
Ft. Worth, TX 76129
Phone: (817) 921-7926
No. 20406 3 P

MENDIETTA, Seferino
Coordinator Student Develop.
Texas A&I University
Campus Box 133
Kingsville, TX 78363
Phone: (512) 595-2760
Fax: (512) 595-3107
No. 21129 3 P

MENDOZA, B.A. Rory
Resident Director
University of Southern Calif.
830 Childs Way, Suite 122
Los Angeles, CA 90089
Phone: (213) 740-1943
No. 20744 6 P

MENZIES, Joan E.
Assistant Dean of Students
Washington State University
336 French Admin Building
Pullman, WA 99164-1032
Phone: (509) 335-4531
No. 15241 5 P

MERCADO, Thomas E.
Director, Student Activities
Evergreen State College
Student Activities Office
Olympia, WA 98505
Phone: (206) 866-6000
No. 13055 5 P

MERCER, Sheryl
Dir.-Womens Ctr, Career & Enrl
Portland Community College
Cascade Campus P.O. Box 19000
Portland, OR 97219-0990
Phone: (503) 244-6111
No. 21479 5 P

MERCER, Wanda
Vice President-Student Service
Tarleton State University
Box T-1059
Stephenville, TX 76402
Phone: (817) 968-9081
No. 2277 3 V

MERCHANT, Ray A.
Director Student Services
University Science & Arts
PO Box 82345
Chickasha, OK 73018
Phone: (405) 224-3140
No. 20275 4W A

MERKLE, H. Bart
Asst Provost/Dean of Students
Grand Valley State University
209 Kirkhof Center
Allendale, MI 49401
Phone: (616) 895-3585
No. 8229 4E V

MERKLE, Joseph F.
Dean of Student Affairs
York College of Pennsylvania
Country Club Road
York, PA 17405
Phone: (717) 846-7788
No. 71 2 V

MERLO, Paul
Residence Director
Kent State University
PO Box 5190 Dept Residence Srv
Kent, OH 44242-0001
Phone: (216) 672-4480
No. 17228 4E P

MERRICKS, JR., C. D.
Dean of Students
Johnson & Wales University
8421 Polo
North Charleston, SC 29418
Phone: (803) 727-3026
No. 131 3 A

MERRITT, J. Greg
Complex Director
Michigan State University
227 South Case
East Lansing, MI 48825
Phone: (517) 355-6967
E-mail: VPS74@MSU.EDU
No. 20147 4E P

MERRITT, Janet
Dean of Students
University of Bridgeport
244 University Avenue
Bridgeport, CT 06601
Phone: (203) 576-4395
No. 18736 1 V

MERZ, Robert P.
Assoc VP for Student Affairs
Univ of Northern Colorado
Carter Hall 3005
Greeley, CO 80639
Phone: (303) 351-2303
No. 12321 4W P

MESSER, Denise
Resident Director
Marymount College
1740 Shoemaker
Riverside, CA 92506
Phone: (310) 377-5501
No. 20222 6 P

MESSICK, Kelly E. W.
Associate Hall Director
Colorado State University
Westfall Hall - AHD
Fort Collins, CO 80521
Phone: (303) 495-2096
No. 20592 4W S

MESSING, Kari M.
Associate Director, Res Life
Bucknell University
207 Langone Center
Lewisburg, PA 17837
Phone: (717) 524-1196
No. 21178 2 P

METCALF, Ralph A.
Director of Minority Affairs
Middle Tennessee State Univ
MTSU, PO Box
Murfreesboro, TN 37132
Phone: (615) 898-2987
No. 16866 3 P

METZGER, Janet L.
Assistant Dean Student Affairs
Sweet Briar College
Wailes Student Center
Sweet Briar, VA 24595
Phone: (804) 381-6335
No. 14743 3 P

MEYER, JR, Elmer
Higher Education Consultant
4545 Connecticut Ave., NW #307
Washington, DC 20008
Phone: (202) 362-8615
No. 12076 2 P

MEYER, Franklin D.
VP for Student Affairs
Willamette University
Salem, OR 97301
Phone: (503) 370-6447
No. 14463 5 A

MEYER, Fred
Director-Residential Life
South Dakota State University
Wecota 115, Box 506
Brookings, SD 57007-0898
Phone: (605) 688-5148
No. 792 4W P

MEYER, Katherine
Women's Center Coordinator
Northern Kentucky University
BEP 301
Highland Heights, KY 41099-7299
Phone: (606) 572-6498
No. 17563 3 P

MEYERS, Sybil C.
Coord., Adult Learner Programs
Kennesaw State College
P.O. Box 444
Marietta, GA 30061
Phone: (404) 423-6443
Fax: (404) 423-6667
No. 21800 3 P

MIANZO, Frank
Director of Housing
University of Louisville
Residence Administration
Louisville, KY 40292
Phone: (502) 852-6636
E-mail: FAMIAN01@ULKYUM
No. 6227 3 P

MICHAELS, Sandra E.
Dean of Students
Northern Michigan University
1401 Presque Isle Avenue
Marquette, MI 49855-5326
Phone: (906) 227-1704
No. 10424 4E P

MICHAL, Marilyn J.
Assistant Director
University of Illinois
1203 South Fourth Street
Champaign, IL 61820
Phone: (217) 333-0770
E-mail: Axhmich@uicvmc.ai
No. 1341 4E P

MICHAUD, Matthew J.
Vocational Evaluator
Florida Community College
601 West State Street
Jacksonville, FL 32202
Phone: (904) 632-5006
No. 15324 3 P

MICKLE, Anne R.
Residence Director
Univ. Massachusetts-Amherst
Thoreau Area Office
Amherst, MA 01003
No. 12823 1 P

MIDDLETON, Kenna P.
Assistant Director
Eastern Kentucky University
Turley House #1
Richmond, KY 40475-3136
Phone: (606) 622-1500
No. 15971 3 P

MIDDLETON, Tracy
182 West Side Drive #11
Iowa City, IA 52246
Phone: (319) 338-5947
No. 21903 4E S

MIDKIFF, Heather M.
814B Cabell Avenue
Charlottesville, VA 22903
Phone: (804) 971-8259
E-mail: hmm3aevirginia.edu
No. 20858 3 S

MIHESUAH, Joshua K.
Assistant Dean
1125 Shullenbarger Drive
Flagstaff, AZ 86001-8960
Phone: (602) 523-5181
No. 11588 6 P

MIJARES-LOPEZ, Carlos
Director of Student Affairs
Inst. Tecnologico de Monterrey
Sucursal Correos "J" Monterrey
NL 64849 MEXICO
83//581-970
No. 12577 3 V

MIKALAUSKAS, Greg B.
Dean of Students
Seton Hall University
South Orange Ave
South Orange, NJ 07079
Phone: (201) 761-9073
No. 18719 2 P

MIKOLUSKY, Marilynn
Dean of Student Life Services
Clarion University of PA
210 Egbert
Clarion, PA 16214
Phone: (814) 226-2354
Fax: (814) 226-2067
E-mail: Mikolusk@VAXA.Clarion.EDU
No. 294 2 P

MILANI, Terrence
Assoc.Dir.-Student Activities
University of Pittsburgh
140 William Pitt Union
Pittsburgh, PA 15260
Phone: (412) 648-7830
No. 1793 2 P

MILBURN, Steven
Dir-Academic Svcs for Athletic
University of Louisville
202 Student Activities Center
Louisville, KY 40292
Phone: (502) 852-6006
No. 569 3 P

MILFORD, David W.
Dir. Residence Life
Russell Sage College
Cowee Hall First Street
Troy, NY 12180
Phone: (518) 270-2009
No. 15502 2 P

MILLAR, Barbara
Director Student Affairs
Darden Graduate School
University of Virginia Box 6550
Charlottesville, VA 22906
Phone: (804) 924-4822
No. 15182 3 P

MILLAR, Craig
Assoc. VP Student Affairs
Pennsylvania State University
210 Old Main
University Park, PA 16802
Phone: (814) 865-7661
No. 11778 2 P

MILLARD, Mike A.
Oklahoma State University
218 Kerr Hall
Stillwater, OK 74077
Phone: (405) 744-4066
No. 21023 4W S

MILLER, Allen
Asst. Dir. Stu Financial Aid
Boston Univ. Sch. of Medicine
80 East Concord Street
Boston, MA 02118
Fax: (617) 638-5116
No. 21569 1 P

MILLER, Brenda J.
Cal State Long Beach
2464 Turquoise Circle
Chino Hills, CA 91709-2121
Phone: (909) 597-8146
No. 20745 6 S

MILLER, Cindy R.
Registrar
Cleveland Chiropractic College
6401 Rockhill Road
Kansas City, MO 64131
Phone: (816) 333-8230
No. 8172 4W V

MILLER, Daniel P.
VP Enrollment Management
Alvernia College
Reading, PA 19607
Phone: (215) 777-5411
No. 11438 2 A

MILLER, Donald J.
Dean of Students
University of Dallas
1845 East North Gate Drive
Irving, TX 75062-4799
Phone: (214) 721-5324
Fax: (214) 721-5044
No. 10975 3 V

MILLER, Elaine King
Assoc. Prof. of Management
Colorado State University
B201 Clark Building
Fort Collins, CO 80523
Phone: (303) 491-7154
Fax: (303) 491-0596
No. 21423 4W P

MILLER, Glenna Frank
Director, Campus Life
Eastern Michigan University
2404 Burns
Ypsilanti, MI 48197
Phone: (313) 487-3045
Fax: (313) 480-1927
No. 11673 4E P

MILLER, JR., H. Sammy
500 Emmet Street, Apt. E-3
Charlottesville, VA 22903
Phone: (804) 924-3880
No. 19035 3 S

MILLER, James W.
243 S. 14th Street #3
Indiana, PA 15701
Phone: (412) 375-8845
No. 20638 2 S

MILLER, Jeanne C.
Dir., Univ. Counseling Center
Univ. of Northern Colorado
Counseling Center, Gordon Hall
Greeley, CO 80639
Phone: (303) 351-2496
Fax: (303) 351-1246
E-mail: jcmiller@GoldnG8.UnivNorthCo.edu
No. 21287 4W P

MILLER, Julie E.
17 Chaske Ave
Auburndale, MA 02166-1103
Phone: (617) 893-2978
No. 20053 1 S

MILLER, Kenneth P.
Assoc. Dean of Student Affairs
Penn State-Erie, Behrend College
Box 870 Station Rd
Erie, PA 16563
Phone: (814) 898-6111
No. 10976 2 P

MILLER, Kim
Dean of Students
Kansas Newman College
3100 McCormick Ave.
Wichita, KS 67213
Phone: (316) 942-4291
Fax: (316) 942-4483
No. 2576 4W A

MILLER, Kimberly
Univ. of Houston-Clear Lake
14431 Fair Knoll Way
Houston, TX 77062
Phone: (713) 280-8937
No. 20452 3 S

MILLER, Lisa R.
Mississippi State University
P.O. Box 2071
Mississippi State, MS 39762
Phone: (601) 325-0557
No. 21345 3 S

MILLER, Maggie
Asst. Dir. of Stu. Activities
Metropolitan State College
Campus Box 39 PO Box 173362
Denver, CO 80217-3362
Phone: (303) 556-2595
Fax: (303) 556-2596
E-mail: MILLERM1@mscd.edu
No. 14865 4W P

MILLER, Marletta
So. IL Univ. at Edwardsville
4500 West Washington 5D
Belleville, IL 62223
No. 20530 4E H

MILLER, Melinda
900 5th Avenue South, Apt. O
Columbus, MS 39701
Phone: (603) 329-7355
No. 21195 3 P

MILLER, Michael
Briar Cliff College
3007 Corretionville Road
Sioux City, IA 51105
No. 20531 4E H

MILLER, Michael S.
Assoc VP Student Affairs
National-Louis University
2840 Sheridan Rd
Evanston, IL 60201
Phone: (312) 621-9650
No. 7367 4E P

MILLER, Robbin
Complex Coordinator
Worcester State College
486 Chandler Street
Worcester, MA 01602-2597
Phone: (508) 793-8151
No. 18679 1 S

MILLER, Sandee Ann
Residence Coordinator
SUNY Purchase
Main P.O. Box 19
Purchase, NY 10577
Phone: (914) 251-7265
No. 17686 2 P

MILLER, Scott C.
Resident Director
University of Illinois
906 W College Ct.
Urbana, IL 61801
Phone: (217) 332-3746
No. 14112 4E P

MILLER, Stephen
Director of Housing
Princeton University
Macmillan Building
Princeton, NJ 08544 5264
Phone: (609) 258-3469
No. 1878 2 V

MILLER, Stephen W.
Assoc Dean of Continuing Ed.
Florida Atlantic University
1515 W. Commercial Boulevard
Ft. Lauderdale, FL 33309
Phone: (305) 424-4526
No. 6216 3 P

MILLER, Steven D.
Graduate Assistant
4210 Valley Ridge #11
Kalamazoo, MI 49006
Phone: (616) 342-2053
Fax: (616) 387-2555
No. 20671 4E S

MILLER, Ted K.
Professor
University of Georgia
402 Aderhold Hall
Athens, GA 30602
Phone: (706) 542-1812
E-mail: TKMILLER@UGA.CC.UGA.EDU
No. 246 3 P

MILLER, Thomas E.
Vice President-Student Affairs
Canisius College
2001 Main Street
Buffalo, NY 14208
Phone: (716) 888-2130
Fax: (716) 888-3190
E-mail: miller@canisius.bitnet
No. 213 2 V

MILLER, Tracy
Dir Enrollment Communications
Towson State University
Towson, MD 21204
Phone: (410) 830-3583
Fax: (410) 830-3129
No. 20852 2 P

MILLERICK, Timothy P.
Vice President-Student Affairs
Austin College
900 Grand Ave.-Suite 61595
Sherman, TX 75090-4440
Phone: (903) 813-2228
Fax: (903) 813-3008
No. 446 3 V

MILLMAN, Richard
Provost/VP Academic Affairs
California State University
Provost Office/CSUSM
San Marcos, CA 92096-0001
Phone: (619) 752-4050
Fax: (619) 752-3150
E-mail: Richard_Millman@CSUSM.Edu
No. 21881 6 P

MILLS, Don B.
V.C. for Student Affairs
Texas Christian University
P.O. Box 30775
Fort Worth, TX 76129
Phone: (817) 921-7820
No. 1073 3 V

MILTENBERGER, L. J.
Dean of Residence Life
Indiana State University
Residence Life Office
Terre Haute, IN 47802
Phone: (812) 237-3993
E-mail: RLMILTEN@RESLIFE.INDSTATE.EDU
No. 2144 4E P

MILTENBERGER, Patricia
Vice President-Student Service
Univ of Nevada-Reno
Mail Stop 009
Reno, NV 89557
Phone: (702) 784-6196
No. 531 5 V

MILTON, Paul R.
Dir-Intramurals & Campus Recr.
Kent State University
191 M.A.C.C. - Annex
Kent, OH 44242
Phone: (216) 672-3780
No. 14926 4E P

MIN, Wonnie K.
33 Third Ave #5Q2
New York, NY 10003
Phone: (212) 353-8244
E-mail: wkk9029@acfcluster.nyu.edu
No. 18924 2 S

MINCEY, Mike
VP for Student Life
Morehead State University
303 Howell-McDowell
Morehead, KY 40351-1689
Phone: (606) 783-2070
No. 1797 3 V

MINDRUM, Robert L.
Interim Dir./Illini Union
University of Illinois
1401 W. Green #420
Urbana, IL 61801
Phone: (217) 333-0160
Fax: (217) 333-7872
No. 17557 4E P

MINETTI, Robert H.
V.P.-Student & Admin. Services
Bentley College
175 Forest Street
Waltham, MA 02154-4705
Phone: (617) 891-2270
E-mail: RMINETTI@BENTLEY
No. 594 1 V

MINIER, Sammy
East Texas State University
P.O. Box 3507 ETSU
Commerce, TX 75429
Phone: (903) 468-3903
No. 21889 3 S

MINJARES, Michael
Coordinator-Student Enrichment
San Diego State University
Student Resource Center
San Diego, CA 92182-0562
Phone: (619) 594-5221
No. 14786 6 P

MINNICK, Marie
Assistant Dean of Students
Santa Clara University
218 Benson Memorial Ctr SCU
Santa Clara, CA 95053
Phone: (408) 554-4366
No. 7565 6 P

MINNICK, William C.
Resident Hall Director
5000 St. Paul Avenue #1139
Lincoln, NE 68504
Phone: (402) 465-2164
No. 20563 4W S

MINOR, Frankie D.
Director of Residence Life
St. Louis University
3630 West Pine Blvd
St. Louis, MO 63108
Phone: (314) 658-2811
No. 17396 4W P

MINOR, Laura C.
Director of Student Conduct
Georgetown University
208 Leavey Center
Washington, DC 20057
Phone: (202) 687-3630
No. 9916 2 P

MINTON, Wilma
Vice President-Student Affairs
Pittsburg State University
1701 S Broadway
Pittsburg, KS 66762
Phone: (316) 235-4233
Fax: (316) 232-7515
No. 2139 4W V

MIRANDA, Yvonne
Asst. Dir. of Admissions
Columbia International Univ.
P.O. Box 3122
Columbia, SC 29230
Phone: (800) 777-2227
Fax: (803) 786-4209
No. 18708 3 A

MISER, Keith M.
Vice President Student Affairs
Colorado State University
201 Administration Bldg
Fort Collins, CO 80523
Phone: (303) 491-5312
No. 2025 4W V

MISTR, Vicki
Student Affairs Coordinator
State Council Higher Ed for VA
101 N. 14th Street 9th Floor
Richmond, VA 23219
Phone: (804) 371-6458
Fax: (802) 225-2604
No. 19472 3 SMN

MISTRETTA, Jeanette
Resident Director
Bridgewater State College
Housing Office
Bridgewater, MA 02325
Phone: (508) 697-1277
No. 20028 1 P

MITCHELL, Alice A.
5604 37th Ave.
Hyattsville, MD 20782-3818
E-mail: AM90@UMAIL.UMD.EDU
No. 8825 2 S

MITCHELL, Betsy
Assistant Dean
William Smith College
Smith Hall
Geneva, NY 14456
Phone: (315) 781-3467
No. 5448 2 P

MITCHELL, Carlin
250 Little Street A-204
Athens, GA 30605
Phone: (706) 354-8254
No. 20696 3 S

MITCHELL, Diana L.
Graduate Student
Iowa State University
301 S. 4th Street #4
Ames, IA 50010
Phone: (515) 232-0564
No. 21360 4E S

MITCHELL, Florence S.
Dean of Students
SUNY A&T College -Morrisville
Morrisville, NY 13408
Phone: (315) 684-6070
No. 14168 2 A

MITCHELL, Lou H.
Coordinator Student Services
MGH Inst of Health Professions
101 Merrimac Street
Boston, MA 02114
Phone: (617) 726-3140
No. 18578 1 P

MITCHELL, Sue
Learning Specialist
University of Colorado
PO Box 7150
Colorado Springs, CO 80933-7150
Phone: (719) 593-3650
No. 20250 4W P

MITCHELL, Theresa T.
Coordinator
Old Dominion University
1417 W. 49th Street
Norfolk, VA 23529
Phone: (804) 683-5490
No. 20212 3 P

MITCHELL, Varnita L.
Graduate Student
Iowa State University
321 Beardshear Hall
Ames, IA 50011
Phone: (515) 294-8914
Fax: (515) 294-7818
E-mail: LMITCHEL@IASTATE.EDU
No. 21288 4E S

MITCHEM, Stephanie
Director Student Life
Univ. of Detroit Mercy
PO Box 19900/8200 W. Outer Dr.
Detroit, MI 48219-0900
Phone: (313) 993-6216
Fax: (313) 993-6002
No. 20907 4E P

MIURA, Louise S.
Educational Specialist
University of Hawaii
Bachman 207, 2444 Dole Street
Honolulu, HI 96822
Phone: (808) 956-9432
Fax: (808) 956-9219
No. 21825 6 P

MIYAHIRA, Sarah D.
Dean of Student Affairs
University of Hawaii
EWC/SAOG 1777 East -West Road
Honolulu, HI 96848
Phone: (808) 944-7739
Fax: (808) 944-7490
E-mail: MIYAHIRS@EWC
No. 18871 6 P

MIYAZAWA, Mary Jo
Director of Student Services
Teikyo Loretto Heights Univ
3001 S. Federal Blvd
Denver, CO 80236
Phone: (303) 937-4225
No. 14741 4W V

MIZGORSKI, Raymond L.
Resident Director
Univ. of Pittsburgh-Greensburg
1150 Mt. Pleasant Rd./Stu Life
Greensburg, PA 15601
Phone: (412) 443-6636
No. 19951 2 A

MOBLEY, Maude E.
Director of Residential Life
Spelman College
Box 357
Atlanta, GA 30314
Phone: (404) 223-1461
No. 14489 3 P

MOLL, Christine
Director - Counseling Center
Canisius College
2001 Main Street
Buffalo, NY 14208
Phone: (716) 888-2620
E-mail: MOLL@CANISIUS
No. 9455 2 P

MOLL, Jonathan L.
College Counselor
Goldstein & Manello, PC
265 Franklin Street
Boston, MA 02110
Phone: (617) 439-8900
No. 19798 1 A

MOLLA, Michael
Assistant Dean/Student Affairs
Maryland Institute
1300 W. Mt. Royal Ave
Baltimore, MD 21217
Phone: (410) 669-9200
No. 20342 2 P

MONAHAN, Susan A.
215 Shamrock Drive
Warwick, RI 02886
Phone: (401) 456-8083
Fax: (401) 456-8379
No. 21174 1 P

MONCRIEF, Nancy Driscoll
Director, Grad. Bus Admissions
Georgetown University
105 Old North
Washington, DC 20057-1008
Phone: (202) 687-4200
Fax: (202) 687-7809
No. 8759 2 P

MONETA, Larry
Assoc Vice Provost
University of Pennsylvania
3417 Spruce Street
Philadelphia, PA 19104
Phone: (215) 898-6081
No. 1425 2 V

MONFORT, Betty L.
Student Services Specialist
Northampton Community College
HC62 Box 3387
Long Pond, PA 18334
Phone: (717) 620-9221
No. 19987 2 A

MONTAGUE, Kim
Director of Residence Life
Coastal Carolina University
100 Chanticleer Dr A-106
Conway, SC 29526
Phone: (803) 347-2406
No. 12287 3 P

MONTASSIR, Jan D.
Dean of Students
American University in Cairo
866 United Nations Plaza
New York, NY 10017
No. 5871 2 V

MONTAVON, Tiffany
Assoc. Dean, Greek Life & Act.
Hanover College
PO Box 108
Hanover, IN 47243
Phone: (812) 866-7079
Fax: (812) 866-7114
E-mail: Montavn@Hanover.edu
No. 19905 4E A

MONTEFUSCO, Anthony
Hall Director
Roger Williams University
Student Life Office
Bristol, RI 02809
Phone: (401) 254-3161
No. 15845 1 P

MONTEMURRO, Sandra
Director of Student Developmnt
Westmoreland County Comm Coll.
Armbrust Road
Youngwood, PA 15697
Phone: (412) 925-4050
No. 2136 2 V

MONTERO, Alegria L.
Assistant Dean of Students
Berklee College of Music
1140 Boylston Street
Boston, MA 02215
Phone: (617) 266-1400
Fax: (617) 247-6878
E-mail: AMONTERO@IT.Berklee.Edu
No. 10704 1 P

MONTERO, Maria
55 Stanwood St
Providence, RI 02907
Phone: (401) 792-2568
No. 19456 1 S

MONTESI, Susan J.
Dean of Enrollment Services
Delta College
A108 Delta College
University Center, MI 48710
Phone: (517) 686-9325
Fax: (517) 686-8736
No. 12359 4E A

MONTGOMERY, Julie M.
72 Pifers Lane
Sullivan, IL 61951
Phone: (217) 728-8829
No. 20995 4E S

MONTGOMERY, Susan
Asst Director Student Services
IUPUI-Columbus
4601 Central ave
Columbus, OH 47203
Phone: (812) 372-8266
No. 18663 4E P

MONTGOMERY, Virgie L.
Asst Dir of Admin Affairs
Indiana Univ-Purdue Univ
815 W. Michigan St, LY 002
Indianapolis, IN 46202-5164
Phone: (317) 274-3931
No. 18350 4E P

MOODY, F. Kennon
Dean of Student Personnel
Dutchess Community College
53 Pendell Road
Poughkeepsie, NY 12601
Phone: (914) 471-4500
No. 2434 2 V

MOODY, Monica D.
Acad. Advisor/Grad. Stu.
8560 Second Ave. #1212
Silver Spring, MD 20910
Phone: (301) 405-2677
Fax: (301) 405-9377
No. 19668 2 S

MOOKO, Daren R.
Grad. Student/Hall Advisor
University of Vermont
Robinson Hall
Burlington, VT 05405
Phone: (802) 656-3848
No. 21612 1 S

MOON, Jim
Associate Vice President
Cal State Univ-Chico
Chico, CA 95929-0125
Phone: (916) 898-6131
Fax: (916) 898-4491
E-mail: JMoon@oavax.csuchico.edu
No. 14696 6 P

MOONEY, Regina E.
Associate Dean of Students
Harvey Mudd College
301-E 12th Street
Claremont, CA 91711
Phone: (909) 621-8125
No. 11759 6 P

MOORE, Christi
Student Activities Advisor
Texas A&M University
125 Koldus Bldg.
College Station, TX 77843-1236
Phone: (409) 845-1133
Fax: (409) 847-8854
No. 21376 3 P

MOORE, Debra P.
Associate Dean of Students
University of Dayton
300 College Park
Dayton, OH 45469-0962
Phone: (513) 229-3634
No. 16890 4E P

MOORE, Dennis W.
Central Missouri State Univ
101 Cottonwood Close
Warrensburg, MO 64093
Phone: (816) 429-1454
No. 18634 4W S

MOORE, Donald R.
Vice President Student Affairs
Oglethorpe University
4484 Peachtree Rd.
Atlanta, GA 30319
Phone: (404) 364-8336
Fax: (404) 364-8442
No. 9933 3 A

MOORE, Frederick A.
453 Mallard Creek Road
Louisville, KY 40207-5418
Phone: (203) 323-4182
E-mail: FAMOOR01@ULKYVM.
LOUISVILLE.EDU
No. 20143 3 S

MOORE, Herman Lee Koonce
Residence Hall Director
Stonehill College
320 Washington St.
N. Easton, MA 02357
Phone: (508) 238-8977
No. 19543 1 P

MOORE, James E.
Dean of Students
Marquette University
1442 W. Wisconsin Ave, Rm 329
Milwaukee, WI 53233
Phone: (414) 288-7207
E-mail: vmx.csd.mu.edu
No. 1211 4E P

MOORE, James W.
Director, Office Student Servc
University of Hawaii
2528 The Mall, Webster 301
Honolulu, HI 96822
Phone: (808) 956-8939
Fax: (808) 956-5977
No. 17199 6 P

MOORE, Jane B.
Assistant Dean of Students
University of Delaware
218 Hullihen Hall
Newark, DE 19716
Phone: (302) 831-2116
E-mail: jane.moore@mvs.udel.edu
No. 20398 2 P

MOORE, Judy
Cooperative Education Coord.
Portland Community College
P.O. Box 19000
Portland, OR 97280-0990
Phone: (503) 244-6111
No. 21931 5 P

MOORE, Leila V.
Director of Student Unions
Pennsylvania State University
720 Windsor Court
State College, PA 16801
No. 859 2 P

MOORE, Maureen
621 Walnut Avenue
Syracuse, NY 13210
Phone: (315) 443-4908
No. 20943 2 S

MOORE, Michelle A.
Indiana University
1219 Eigenmann Hall
Bloomington, IN 47405
Phone: (812) 857-4690
No. 20838 4E S

MOORE, Norman F.
Vice Chancellor Student Servcs
Louisiana State University
128 Johnston Hall
Baton Rouge, LA 70803
Phone: (504) 388-8607
No. 1731 3 V

MOORE, Paul L.
Vice President-Student Affairs
Cal State Univ-Chico
First and Normal
Chico, CA 95929-0125
Phone: (916) 898-6131
No. 2009 6 V

MOORE, Sandra D.
Dir. of Multicult. Stu. Svs.
Eastern Kentucky University
130 Powell Building
Richmond, KY 40475
Phone: (606) 622-3205
Fax: (606) 622-6226
No. 12433 3 P

MOORE, Scott A.
Discipline Officer/Spec.Proj
New Mexico State University
PO Box 30001, Dept 3923
Las Cruces, NM 88003
Phone: (505) 646-1232
No. 10506 4W P

MOORE, Stephanie J.
4615 E. Broadway Apt. #8
Long Beach, CA 90803
Phone: (310) 439-8722
No. 20618 6 S

MOORE, Steve
Vice President of Student Life
Seattle Pacific University
3307 Third Avenue W
Seattle, WA 98119
Phone: (206) 281-2041
No. 1595 5 V

MOORE, Timothy Alan
Residence Hall Director
University at Stony Brook
300 N. Loop Rd
Stony Brook, NY 11790-3404
Phone: (516) 632-6792
No. 15780 2 P

MOORE, Tracy T.
Student Development Coord.
Winthrop University
218 Dinkins Student Center
Rock Hill, SC 29733
Phone: (803) 323-4503
Fax: (803) 323-2395
E-mail: MOORETT@WINTHROP.
EDU
No. 18469 3 P

MOOREHEAD, Deborah
Assistant Dean of College Life
Elizabethtown College
1 Alpha Drive
Elizabethtown, PA 17022
Phone: (717) 361-1149
No. 11021 2 P

MOPPETT, Alison
43 Hunnewell St
Wellesley, MA 02181
Phone: (617) 239-4523
No. 18852 1 S

MORADO, Stella I.
Asst to VP Student Affairs
Western Michigan University
Faunce Student Services Bldg
Kalamazoo, MI 49008
Phone: (616) 387-2136
Fax: (616) 387-2554
No. 17254 4E P

MORAHAN-NAPLES, Mary
1248 Paseo los Gavilanes
San Dimas, CA 91773
Phone: (909) 869-4790
No. 14173 6 P

MORALES, Frances
Assistant Dean of Students
Stanford University
P.O. Box 8335
Stanford, CA 94309
No. 12732 6 P

MORAN, Meredith
Dir. Student Activities
Gettysburg College
Campus Box 430 Union Bldg
Gettysburg, PA 17325
Phone: (717) 337-6304
No. 12568 2 P

MORENO, Helen M.
University of New Mexico
629 Wellesley Dr. NE
Albuquerque, NM 87106
No. 20539 4W H

MORENO, Rachel Sara
Northern Arizona University
449 E. Hutcheson
Flagstaff, AZ 86001
Phone: (602) 779-5565
Fax: (602) 523-1929
No. 21484 6 S

MORGAN, Barbara
Director of Residence Life
University of North Alabama
Box 5037
Florence, AL 35632-0001
Phone: (205) 760-4235
No. 15184 3 P

MORGAN, Betty Lu
Dean of Students
Shippensburg University
Box 20, 1871 Old Main Drive
Shippensburg, PA 17257
Phone: (717) 532-1535
No. 3668 2 P

MORGAN, Gary M.
Associate Dean of Students
University of North Carolina
Dean of Students Office
Charlotte, NC 28223
Phone: (704) 547-2375
E-mail: ads00gmm@uncc.vm
No. 17558 3 P

MORGAN, John D.
Vice President-Student Affairs
Maryville University
13550 Conway Road
St. Louis, MO 63141
Phone: (314) 576-9480
No. 2596 4W V

MORGAN, Judd D.
Student Svs. Vice President
Salt Lake Community College
P.O. Box 30808
Salt Lake City, UT 84130
Phone: (801) 967-4285
No. 6459 5 V

MORGAN, Judith W.
Assoc To The Director
University of Cincinnati
620 Old Chemistry (M.L. 115)
Cincinnati, OH 45221
Phone: (513) 475-3471
No. 7179 4E P

MORGAN, Myra F.
Director of Student Activities
University of Florida
314 JWRU
Gainesville, FL 32611
Phone: (904) 392-1674
No. 3670 3 P

MORGAN, Pat
Dean of Student Development
Averett College
420 West Main Street
Danville, VA 24541
Phone: (804) 791-5600
No. 1085 3 V

MORGAN, Patricia
Dir Continuing Education
Coe College
1220 First Ave. NE
Cedar Rapids, IA 52402
Phone: (319) 399-8500
No. 12683 4E P

MORGAN, Shelly
Dean of Students
Bard College
Annandale-On-Hudson
Annandale, NY 12504
Phone: (914) 758-7454
No. 12661 2 A

MORGAN, Wendy
Interim Program Officer
Kent State University
Office of Campus Life/226 KSC
Kent, OH 44242-0001
Phone: (216) 672-2480
Fax: (216) 672-2052
No. 20911 4E P

MORGAN-FOSTER, Stacey
Associate Dean of Students
The American University
4400 Massachusetts Ave, NW
Washington, DC 20016
Phone: (202) 885-3310
No. 15933 2 P

MORGETTE, Debora
Residence Hall Director
Murray State University
704 College Courts
Murray, KY 42071
Phone: (502) 762-4777
No. 20668 3 S

MORIARTY, Beth
Asst Dir Resid Life & Housing
Bridgewater State College
Off - Residence Life & Housing
Bridgewater, MA 02325
Phone: (508) 697-1277
Fax: (508) 697-1727
E-mail: BMORIARTY@FRED.BSC.MASS.EDU
No. 15313 1 P

MORISHIGE, Howard H.
Dir, Counsel & Stu Health Ctr
Seattle University
McGoldrick Bldg
Seattle, WA 98122
Phone: (206) 296-6090
Fax: (206) 296-6087
E-mail: morishig@seattleu.edu
No. 18478 5 P

MORLEY, Maureen B.
1326 Hopyard Road #64
Pleasanton, CA 94566
Phone: (310) 462-3215
No. 11953 6 A

MOROZUMI, Cyndie
Interim Dir Career Develop Ctr
Sonoma State University
1801 E. Cotati Avenue
Rohnert Park, CA 94928
Phone: (707) 664-2196
No. 14848 6 P

MORPHY, David
Vice Provost Student Affairs
University of Manitoba
208 Administration Bldg.
Winnipeg CANADA R3T2N2
Phone: (204) 474-8279
No. 4638 4W A

MORRELL, Jean Schober
Dean of Students
Univ of Colorado
Carter Hall 3005
Greeley, CO 80639
Phone: (303) 351-2303
Fax: (303) 351-1870
E-mail: JSCHOBER@GOLDNG8.UNIVNORTHCO.EDU
No. 14885 4W P

MORRELL, Jonathan M.
Director Student Life
Vermont Technical College
Randolph Center, VT 05061
Phone: (802) 728-3391
No. 20408 1 P

MORRELL, Lori
Coord. Freshman Orientation
Walters State Community College
500 South Davy Crockett Pkwy
Morristown, TN 37813-6899
Phone: (615) 585-6806
No. 11657 3 P

MORRELL, Susan A.
Mgr., Student Union Programs
University of Kansas
SUA - Kansas Union
Lawrence, KS 66045-1963
Phone: (913) 864-3477
Fax: (913) 864-5030
E-mail: smorrell@falcon.cc.ukans.edu
No. 21650 4W P

MORRIS, Barry
Director of Residence Life
Clarion University of PA
228 Egbert Hall
Clarion, PA 16214
Phone: (814) 226-2354
No. 6765 2 P

MORRIS, Debbie
Director of Student Activities
University of New Mexico
Student Activities Center
Albuquerque, NM 87131
Phone: (505) 277-4706
No. 8466 4W P

MORRIS, Debbie
1533 Merchant N-10
Emporia, KS 66801
Phone: (316) 343-6775
No. 21254 4W S

MORRIS, Ernest
Vice President-Student Affairs
University of Washington
1410 N.E. Campus Pkwy, PB-10
Seattle, WA 98195
Phone: (206) 543-4024
No. 5507 5 V

MORRIS, Gloria C.
Communications Professor
Univ of Houston Clear Lake
1890 Saxony Lane
Houston, TX 77058
Phone: (713) 283-2572
No. 14854 3 P

MORRIS, R. Kelly
Hall Director
University of Arizona
P.O. Box 2522
Tucson, AZ 85702
Phone: (602) 621-7713
Fax: (602) 621-8533
No. 21745 6 S

MORRIS, Rhonda L.
Coord. of Multicult. Programs
St. Joseph's University
5600 City Line Avenue
Philadelphia, PA 19131
Phone: (610) 660-1085
Fax: (215) 660-1069
No. 21378 2 P

MORRIS, Roger J.
Associate Director
University of Oregon
364 Oregon Hall
Eugene, OR 97403-1217
Phone: (503) 346-1153
Fax: (503) 346-5811
E-mail: rmorris@oregon.uoregon.edu
No. 3676 5 P

MORRIS, JR., Stanley E.
Dir Special Prgms/Assoc Dean
SUNY College Oneonta
Oneonta, NY 13820
Phone: (607) 431-3392
No. 14750 2 P

MORRIS, Wes
Director of Resident Life
Bluefield College
3000 College Drive
Bluefield, VA 24605
Phone: (703) 326-4253
Fax: (703) 326-4228
No. 20662 3 P

MORRIS III, William G.
Director of Campus Life
Potsdam College
Residence Life Office
Potsdam, NY 13676
Phone: (315) 267-2350
No. 10264 2 P

MORRISSEY, Ann M.
Program Coord./Leadership Dev.
University of Rhode Island
Rm. 210 Memorial Union
Kingston, RI 02881
Phone: (401) 792-2727
No. 5509 1 P

MORRISSEY, Kymberly A.
Asst. Hall Director
Eastern Michigan University
AHD Downing Hall
Ypsilanti, MI 48197
Phone: (313) 487-2825
No. 21869 4E S

MORROW, Eileen S.
Asst Dean Black Student Affairs
College of Wooster
Galpin Hall 2nd Floor
Wooster, OH 44691
Phone: (216) 263-2545
No. 21199 4E P

MORROW, J. Ritchie
Indiana University
Ashton Weatherly #227
Bloomington, IN 47406-1328
Phone: (812) 857-5673
E-mail: JMORROW@IUBACS
No. 18827 4E S

MORROW, Jean E.
Dean of Students
University of South Dakota
414 E. Clark Slagle #108
Vermillion, SD 57069
Phone: (605) 677-5661
No. 1988 4W P

MORSON, J. Harrison
Dean for Student Services
Mercer Co. Community College
1200 Old Trenton Rd
Trenton, NJ 08690
Phone: (609) 586-4800
No. 6677 2 V

MORT, Neil A.
Coordinator Campus Operations
Canadian International College
2420 Dollorton Hwy
North Vancouver BC V7H 2Y1
Phone: (604) 929-1544
No. 20204 5 A

MORTENSEN, Daniel W.
55 Fair Drive
Costa Mesa, CA 92626
Phone: (714) 556-3610
No. 11821 6 A

MORTENSEN, Laura Kay
2701 Longmire #1204
College Station, TX 77845
Phone: (409) 845-0280
No. 21571 3 S

MORTENSEN, Sharon
Assistant Director Campus Life
Pennsylvania State University
597 Devonshire Dr
State College, PA 16803
Phone: (814) 863-2020
No. 17068 2 P

MORTIER, Thomas E.
Director of Guidance
Bellows Free Academy
Hunt St PO Box 68
Fairfax, VT 05454
Phone: (802) 849-6711
No. 19432 1 A

MORTON, Adrianne N.
212 Old Liverpool Rd. #8-3
Liverpool, NY 13088
Phone: (504) 334-4767
No. 19553 2 S

MORTON, Cornel N.
Dean of Students
VA Polytech Inst & State Univ
105 Brodie Hall
Blacksburg, VA 24061-0255
Phone: (703) 231-3787
Fax: (703) 231-3787
No. 21386 3 P

MORTON, Darren
Assistant to Dean Student Life
St. John's University
Grand Central & Utopia Pkwys
Jamaica, NY 11439
Phone: (718) 990-6567
No. 19462 2 P

MORTON, Lawrence J.
Asst to VP Student Affairs
University of Scranton
Scranton, PA 18510
Phone: (717) 961-7680
No. 576 2 P

MORTON, Robert S.
Coord. Freshman Exp. Program
Georgia Inst. of Technology
50294 Georgia Tech Station
Atlanta, GA 30332
Phone: (404) 894-3045
No. 21749 3 P

MOSBY, Kimberly A.
Student Life Officer
West Virginia University
PO Box 6411, Elizabeth Moore
Morgantown, WV 26506-6411
Phone: (304) 293-5611
No. 20338 2 P

MOSCHETTO, Ellen M.
Residence Director
New Hampshire College
2500 N. River Road
Manchester, NH 03104
Phone: (603) 626-7183
No. 20177 1 P

MOSELEY, Gerard
Vice Provost
5256 University of Oregon
Student Affairs Office
Eugene, OR 97403-5256
Phone: (503) 346-1132
Fax: (503) 346-5811
E-mail: gfm@oregon.uoregon.edu
No. 2074 5 V

MOSELLE, Kelly M.
Residence Director
Cazenovia College
Box 5070
Cazenovia, NY 13035
Phone: (315) 655-9446
No. 21064 2 S

MOSER, Rita M.
University Housing - Director
Florida State University
104 Cawthon Hall R-141
Tallahassee, FL 32306
Phone: (904) 644-2860
No. 2217 3 P

MOSES, Herman L.
Dean of Student Life
West Virginia University
Moore Hall
Morgantown, WV 26506
Phone: (304) 293-5611
No. 10198 2 P

MOSES, Lynann Y.
Asst Coord/Ctr Drug Prev & Ed
Texas A&M University
Dept. of Student Affairs
College Station, TX 77843-1257
Phone: (409) 845-0280
No. 21267 3 P

MOSLEY, Calvin N.
Vice President Student Affairs
Hamline University
1536 Hewitt
St. Paul, MN 55104
Phone: (612) 641-2894
No. 507 4E V

MOTLEY, Gladys D. W.
Vice President-Student Affairs
Delaware State College
1200 N. DuPont Highway
Dover, DE 19901
Phone: (302) 736-4948
No. 11440 2 V

MOTLEY, Keith
Dean Student Services
Northeastern University
360 Huntington Avenue
Boston, MA 02115
Phone: (617) 437-2788
No. 20201 1 P

MOTLEY, Reginald J.
Grad. Student-Michigan State
327 S. Case
E. Lansing, MI 48825-1210
Phone: (517) 355-6966
Fax: (517) 355-6966
E-mail: MOTLEYRE@Student.MSU.EDU
No. 21461 4E S

MOUMOURIS, Toni T.
Quarters 11, Apt B-2
New York, NY 10004
Phone: (212) 785-0415
No. 20322 2 S

MOUNT, Brian J.
Dir Stu Union/Res Life Coord
Univ. of Pittsburgh-Titusville
504 E Main St/PO Box 287-UPT
Titusville, PA 16354
Phone: (814) 827-4455
No. 18184 2 A

MOURITSEN, Maren M.
Asst VP & Dean of Student Life
Brigham Young University
380 SWKT
Provo, UT 84602
Phone: (801) 378-4668
No. 2305 5 V

MOURITSEN, Mindi
Asst. Dir. of Admissions
Eastern Oregon State College
1410 "L" Avenue
La Grande, OR 97850
Phone: (503) 962-3394
Fax: (503) 962-3418
No. 21501 5 P

MOXLEY, Linda S.
Director
University of Texas-Arlington
UTA Box 19120
Arlington, TX 76019
Phone: (817) 273-3365
Fax: (817) 273-3355
E-mail: MOX@CCS FS2.UTA.EDU
No. 8468 3 P

MOYER, Perry
Director Public Safety
Green Mountain College
16 College Street
Poultney, VT 05764
Phone: (802) 287-9313
No. 20349 1 P

MROZEK, Lawrence
SSU Operations Manager
CSU- Satellite Student Union
9851 Zelzah Ave
Northridge, CA 91325-1346
Phone: (818) 885-2890
No. 9411 6 P

MUDD, Mary A.
Assistant Vice Chancellor
Univ of Nebraska at Omaha
60th and Dodge St
Omaha, NE 68182-0299
Phone: (402) 554-2409
No. 17097 4W P

MUELLER, Elizabeth
1551 N. College St
Auburn, AL 36830-2671
Phone: (205) 844-4710
No. 14717 3 S

MUELLER, Kathryn L.
521 N. McClay
Santa Ana, CA 92701
Phone: (714) 856-5182
No. 20913 6 S

MUELLER, Rory Ann
Asst. to the Vice President
Univ of Michigan-Ann Arbor
6015 Fleming Building
Ann Arbor, MI 48109-1340
Phone: (313) 764-5132
Fax: (313) 763-7320
E-mail: Rory.Mueller@um.cc.umich.edu
No. 19826 4E P

MUELLER, Sr. Marie
Dean of Student Life
Caldwell College
9 Ryerson Avenue
Caldwell, NJ 07006
Phone: (201) 228-4424
No. 2483 2 V

MUFFOLETTO, Frankie E.
Interim Dean, Students
Tyler Junior College
P.O. Box 9020
Tyler, TX 75711
Phone: (903) 510-2261
No. 10318 3 A

MUGLER, Karla T.
Dean of University College
The University of Akron
Spicer Hall, Room 120
Akron, OH 44325-6201
Phone: (216) 972-7066
Fax: (216) 972-6720
No. 12312 4E P

MUIR, Dotty
Assoc. Dean Student Development
Edison State Community College
1973 Edison Drive
Piqua, OH 45356
Phone: (513) 778-8600
No. 12827 4E A

MULCAHEY, William
Dean of Student Life
Univer. San Francisco de Quito
PO Box 17-12841, Quito,Ecuador
SOUTH AMERICA
Phone: (593) 245-9127
E-mail: bill@mail,USFQ.ed
No. 20446 6 A

MULHERIN, Girard
Associate Dean Student Svcs
George Mason University
302 SUB I
Fairfax, VA 22030 4444
Phone: (703) 993-2884
No. 9203 3 P

MULLENDORE, Richard H.
Assoc. Vice Chanc./Stu Affairs
Univ. of NC - Wilmington
601 S. College Road
Wilmington, NC 28403
Phone: (910) 395-3089
Fax: (910) 350-3905
E-mail: IN%"Mullendore@UNCWil.edu"
No. 21313 3 A

MULLENS, Linda
Assistant Vice Chancellor
University of Kansas
213 Strong Hall
Lawrence, KS 66045
Phone: (913) 864-4381
No. 10379 4W P

MULLER, Helen S.
4 East 65th Street #4A
New York, NY 10021
Phone: (212) 772-8901
No. 20871 2 S

MULLER, Susan K.
Academic Counselor
Oklahoma State University
700 N. Greenwood Ave
Tulsa, OK 74106-0700
Phone: (918) 586-0779
No. 12700 4W P

MULLINS, Catherine T.
327 Huntington Ave. Apt. 15
Boston, MA 02115
Phone: (617) 262-4895
No. 19526 1 S

MULVEY, Thomas M.
Vice Chanc. Student Services
U of Massachusetts-Dartmouth
North Dartmouth, MA 02747
Phone: (508) 999-8600
No. 1304 1 P

MULVILLE, Matthew H.
Asst Director Residence Life
Canisius College
2001 Main Street
Buffalo, NY 14208
Phone: (706) 888-2220
No. 15018 2 P

MUMAW, Prafula S.
Asst Director/Student Services
University of Louisville
Houchens 160
Louisville, KY 40292
Phone: (502) 852-6528
Fax: (502) 852-6526
E-mail: PSMUMA01@ULKYVM.Bitnet
No. 14727 3 P

MUMMERT, Esther J.
Asst Director - Residence Life
Rowan College of New Jersey
Glassboro, NJ 08028
Phone: (609) 863-6066
No. 10699 2 P

MUNEKIYO, Dixie
Assoc Dir/Stu. Financial Res.
Univ. of Northern Colorado
Carter Hall 1005
Greeley, CO 80639
Phone: (303) 351-2502
Fax: (303) 351-3737
No. 21816 4W P

MUNK, Linda F.
1027 E. Hedrick
Tucson, AZ 85719
Phone: (602) 792-2769
No. 20622 6 S

MURDOCK, Louis J.
Vice President-Student Affairs
Cal State Univ-Dominguez Hills
1000 E. Victoria Street
Carson, CA 90747
Phone: (213) 516-3784
No. 2256 6 V

MURDOCK, Toni
Associate Provost
Seattle University
3609 SW Juneau
Seattle, WA 98126-2848
Phone: (602) 621-3336
No. 10656 5 P

MURPHY, Dennis
Associate Dean of the College
Gettysburg College
P.O. Box 399
Gettysburg, PA 17325-1486
Phone: (717) 337-6900
Fax: (717) 337-6906
E-mail: dmurphy@gettysburg.edu
No. 7897 2 P

MURPHY, Eileen
Office of Student Life
St. John's University
300 Howard Avenue
Staten Island, NY 10301
Phone: (718) 390-4443
No. 930014 2 P

MURPHY, James
Director of Residential Life
Univ. of Missouri - Rolla
104 Norwood Hall
Rolla, MO 65401
Phone: (314) 341-4218
Fax: (314) 341-6333
No. 10980 4W P

MURPHY, Janis E.
212 North 13th Street
Murray, KY 42071
No. 16084 3 P

MURPHY, JoAnn
Student Development Intern
Owens Tech. College - Findlay
534 Tiffin Avenue
Findlay, OH 45840
Phone: (419) 424-3810
No. 20607 4E S

MURPHY, Michael C.
Dean of Student Affairs
Carnegie Mellon University
Warner Hall #206-5000 Forbes
Pittsburgh, PA 15213
Phone: (412) 268-2073
No. 12864 2 V

MURPHY, Patrick M.
Dir.University Counseling Ser.
Oklahoma State University
Rt. 1. Box 477
Stillwater, OK 74074
Phone: (405) 744-5458
No. 10654 4W P

MURPHY, Rena
Graduate Student
Bowling Green State University
425 Student Services
Bowling Green, OH 43403
Phone: (419) 372-8346
No. 19491 4E S

MURPHY, Robert P.
Vice President-Student Affairs
D'Youville College
320 Porter Avenue
Buffalo, NY 14201
Phone: (716) 881-7687
No. 4632 2 V

MURPHY, Shannon F.
Program Advisor
Univ. of Texas - Austin
Texas Union P.O. Box 7338
Austin, TX 78713
Phone: (512) 475-6630
Fax: (512) 475-6599
No. 21451 3 S

MURPHY, Sheila
Dean, Student Life
Simmons College
300 The Fenway
Boston, MA 02115
Phone: (617) 521-2124
No. 7209 1 A

MURPHY, Stanley
Director of Residence Life
Ambassador College
P.O. Box 111
Big Sandy, TX 75755
Phone: (903) 636-2320
Fax: (903) 636-2009
No. 20470 3 A

MURPHY, Steven
Vice Pres, Student Life Servcs
Saint Xavier University
3700 W. 103rd Street
Chicago, IL 60655
Phone: (312) 779-3300
No. 9477 4E A

MURPHY, Timothy L.
Res Hall Dir/Coord Dis Stu Svs
SUNY College Fredonia
8 Lowell Place
Fredonia, NY 14063
Phone: (716) 673-3412
No. 20023 2 P

MURPHY-CHADWICK, Nancy
Director University Housing
Texas Woman's University
PO Box 22305
Denton, TX 76204
Phone: (817) 898-3676
No. 18428 3 P

MURQUIA, Tina Marie
210 Brook Village Road #38
Nashua, NH 03062
Phone: (617) 422-7203
No. 18879 1 S

MURRAY, Joseph
Deputy Director Placement
Thomas M. Cooley Law School
P. O. Box 13038
Lansing, MI 48901
Phone: (517) 371-5140
No. 8139 4E A

MURRAY, Rina
Asst. Dir. Campus Activities
Our Lady of the Lake Univ.
411 S.W. 24th Street
San Antonio, TX 78207-4689
Phone: (210) 434-6711
Fax: (210) 436-0824
No. 20949 3 P

MURRAY, Rosemarie
Dean for Student Affairs
Mercy College
555 Broadway
Dobbs Ferry, NY 10522
Phone: (914) 693-4500
Fax: (914) 693-9455
No. 2069 2 V

MURRAY-LAURY, Janice
Assoc VP Student Affairs
Kean College of New Jersey
122 Townsend Hall Morris Ave
Union, NJ 07083
Phone: (908) 527-2190
Fax: (908) 355-5143
No. 11109 2 P

MUSSELMAN, Robin
Dean of Students
Lehigh Carbon Comm. College
4525 Education Park Dr.
Schnecksville, PA 18078-9372
Phone: (610) 799-1532
Fax: (610) 799-1527
No. 7750 2 A

MYERS, Cheryl
McNair Program
Wesleyan University
Wyllys Avenue
Middletown, CT 06459
Phone: (203) 347-9411
No. 20219 1 P

MYERS, David A.
Asst. Dir. of Res. Life
St. Mary's College of MD
St. Mary's City, MD 20686
Phone: (301) 862-0207
Fax: (301) 862-0378
No. 15761 2 P

MYERS, Edward M.
20100 Rodrigues Apt. 9H
Cupertino, CA 95014
Phone: (408) 741-2020
No. 721 6 A

MYERS, Gary
Career Counselor
Azusa Pacific University
145 N. Wabath
Glendora, CA 91741
Phone: (818) 812-3071
Fax: (818) 815-3800
No. 21702 6 S

MYERS, Linda L. S.
Asst Dir-Campus Life&Wellness
Tusculum College
Box 5037
Greeneville, TN 37743
Phone: (615) 636-9315
No. 16884 3 P

MYERS, Mary
Assistant Director
University of Kansas
400 Kansas Union
Lawrence, KS 66045
Phone: (913) 864-4861
No. 20348 4W P

MYERS, Thomas
Vice President-Student Affairs
Eastern Kentucky University
Coates Box 32A
Richmond, KY 40475-3101
Phone: (606) 622-2642
No. 1852 3 V

MYKLEBUST, Gloria
Assoc. Dean of Students
Claremont McKenna College
Heggblade Ctr/850 Columbia Ave
Claremont, CA 91711-6420
Phone: (909) 621-8114
Fax: (909) 621-8495
No. 21830 6 P

N

NACHON, Rodolfo Bello
Student Group Coordinator
ITESM Campus Monterrey
Sucursal deCorreos J/Monterrey
NL MEXICO 64849
Phone: (835) 820-00
No. 21380 3 P

NADEL, Evelyn H.
Dir-Commuter Affairs
University of Scranton
Office of Student Affairs
Scranton, PA 18510-4655
Phone: (717) 941-7680
No. 11406 2 P

NADLER, Daniel P.
Director of Student Life
Tulane University
Suite 219, University Center
New Orleans, LA 70118-5698
Phone: (504) 862-8730
No. 10276 3 P

NAESSENS, Patrick J.
Assistant Dean of Students
University of the Pacific
3601 Pacific Ave/McCaffrey Ctr
Stockton, CA 95211
Phone: (209) 946-2174
No. 19466 6 P

NAFTZGER, Ernie
Assoc. Dean of Students
Idaho State University
Campus Box 8123
Pocatello, ID 83209
Phone: (208) 236-2794
Fax: (208) 236-3719
No. 21278 5 P

NAGEL, Suzie
Asst Dir Upperclass Programs
Miami University
227 Warfield Hall
Oxford, OH 45056
Phone: (513) 529-4000
No. 17356 4E P

NAGY, Sarah Jean
Indiana University
Teter Quad
Bloomington, IN 47406
Phone: (914) 257-4444
No. 12873 4E S

NAHORNEY, Mark J.
Director, Student Activities
Boston University
775 Commonwealth Ave
Boston, MA 02215
Phone: (617) 353-3635
No. 6603 1 P

NAJJAR, Fred
Director-University Housing
San Jose State University
University Housing Service
San Jose, CA 95192
Phone: (408) 924-6160
No. 11758 6 P

NANCE, Marcia
Dean of Student Affairs
Dean Junior College
99 Main Street
Franklin, MA 02038
Phone: (508) 528-9100
No. 9499 1 V

NAPLES, Robert J.
Assoc VP for Student Affairs
Calif. Poly State Univ.-Pomona
3801 W. Temple Avenue
Pomona, CA 91768
Phone: (909) 869-3358
Fax: (909) 869-4386
No. 12613 6 P

NARDI, Thomas
Assistant Vice President
James Madison University
Hoffman Hall/Financial Aid Off
Harrisonburg, VA 22807
Phone: (703) 568-7918
No. 15522 3 P

NARETTO, Josephine A.
Dean of Students
Westminster Choir College
101 Walnut Lane
Princeton, NJ 08540
Phone: (609) 921-7100
No. 8243 2 A

NARRACCI, Christina
Campus Life Intern
Regis University
3333 Regis Boulevard
Denver, CO 80221
Phone: (303) 458-4222
Fax: (303) 964-5530
No. 21512 4W S

NARUM, Gary
Assoc VP of Student Affairs
North Dakota State University
Box 5226
Fargo, ND 58105
Phone: (701) 237-7671
No. 1300 4W P

NASON, Brad A.
Dean of Students
Rocky Mountain College
1511 Poly Drive
Billings, MT 59102
Phone: (406) 657-1018
No. 9414 5 A

NATALE, J. Peter
Residence Hall Director
University of Connecticut
PO Box 898
Storrs, CT 06268
Phone: (203) 486-5574
No. 19658 1 P

NAUGHTON, June Chun
Director
University of Hawaii-Manoa
Intern'l Student Services
Honolulu, HI 96822
Phone: (808) 956-8613
E-mail: ISSSAC@UHUNIX.uhcc.hawaii.edu
No. 16050 6 P

NAYLOR, Troy E.
Graduate Assistant
Kansas State University
Holtz Hall
Manhattan, KS 66506
Phone: (913) 532-6506
Fax: (913) 532-6802
No. 20950 4W S

NAYMAN, Robbie L.
Vice President-Student Affairs
Cal State Univ-Fullerton
Langsdorf Hall 810
Fullerton, CA 92634
Phone: (714) 773-3221
No. 2035 6 V

NEAL, Edna D.
Vice President-Student Service
Sinclair Community College
444 West Third Street
Dayton, OH 45402
Phone: (513) 226-2930
No. 9878 4E V

NEAL, Phillip W.
1301 1/2 E. Custer Street
Laramie, WY 82070-4129
Phone: (307) 742-5151
No. 20505 4W S

NEAL, Thomas
Dean of Student Services
Lamar University- Port Arthur
PO Box 310
Port Arthur, TX 77641-0310
Phone: (409) 983-4921
No. 19838 3 V

NEALLEY, Jodie A.
133 Sunnyside Avenue
Arlington, MA 02174
No. 20506 1 A

NEELANDS, W. David
Asst. VP Student Affairs
University of Toronto
27 King's Circle, Toronto
Ontario, Canada M5S 1A1
Phone: (416) 978-5536
Fax: (416) 971-2037
E-mail: David_Neelands@student-affairs.utor
No. 5437 4E V

NEELY, Dail
1201 Triplett Drive #5
Emporia, KS 66801
Phone: (316) 342-7432
No. 21255 4W S

NEFF, Laurie
Asst Dean for Westhampton College
Westhampton College
Westhampton Deanery
Richmond, VA 23173
Phone: (804) 289-8470
Fax: (804) 287-6061
No. 6792 3 P

NEHER, Timothy J.
Vice President
Harrisburg Area Community College
One HACC Drive
Harrisburg, PA 17110
Phone: (717) 780-2375
No. 20350 2 A

NEIDER, Melissa L.
173 Brittain Drive #5
Tallahassee, FL 32310
Phone: (904) 847-1659
No. 21532 3 S

NEILL, Sarah
Housing Coordinator
Smith College
20 Belmont Avenue
Northampton, MA 01060
Phone: (413) 585-4940
Fax: (413) 585-4906
No. 21490 1 A

NEILSON, Steven S.
Dean of the College
Rollins College
1000 Holt Ave., - 2345
Winter Park, FL 32789
Phone: (407) 646-2345
No. 7432 3 V

NEKLUTER, Lori L.
460 Henry Boulevard
Natchitoches, LA 71457
Phone: (318) 352-5867
No. 21859 3 S

NELMS, Kristi J.
Asst. Hall Director
Univ. of Tennessee - Knoxville
1023 Francis Street
Knoxville, TN 37916
Phone: (615) 974-3151
E-mail: PA37637@UTKVM1.UTK.EDU
No. 21279 3 S

NELSON, Charles W.
114 Brookshire
Nokomis, FL 34275-1813
Phone: (813) 484-8404
No. 10454 3 S

NELSON, Ellen E.
Career Counselor
Georgetown University
Box 967 Hoya Station
Washington, DC 20057-1034
Phone: (202) 687-3493
Fax: (202) 687-8519
No. 19672 2 P

NELSON, Erica Glynn
Training Associate
Oakton Community College
1010 N. Taylor Ave
Oak Park, IL 60302
Phone: (708) 383-7139
No. 5832 4E P

NELSON, James
81 Chad Ct.
McDonough, GA 30253
Phone: (404) 961-6984
No. 18656 3 S

NELSON, Joan K.
Associate Dean of Students
U of California-Los Angeles
405 Hilgard Avenue
Los Angeles, CA 90024-1415
Phone: (310) 825-3871
No. 6495 6 P

NELSON, John E.
Director- Counseling & Testing
2219 Laurel Lane
Allison Park, PA 15101
Phone: (412) 434-6208
No. 7496 2 A

NELSON, Peggy M.
1019 Sanders Drive
Laramie, WY 82070-4652
Phone: (307) 766-3296
No. 12411 4W P

NELSON, Troy T.
27 Willow Wood Street
East Rutherford, NJ 07073
Phone: (212) 998-4955
No. 15678 2 S

NELSON, Wanda L.
Assoc. Dean of Students
University of Texas
P.O. Box 7849
Austin, TX 78713-7849
Phone: (512) 471-1205
Fax: (512) 471-7833
E-mail: DSWLN@UTXDP.DP.UTEXAS.EDU
No. 21031 3 P

NELSON-REED, Vanessa C.
Asst. Dir. Stu. Recruitment
Howard University
2400 6th Street NW
Washington, DC 20059
Phone: (804) 278-4234
No. 15311 2 P

NEMITZ, Carol
Vice President-Student Affairs
Iowa Wesleyan College
Mt. Pleasant, IA 52641
Phone: (319) 385-6260
No. 11681 4E V

NERO, Donnie L.
Dean Student Services
Tulsa Junior College
10300 East 81st Street
Tulsa, OK 74133-4513
Phone: (918) 631-7668
No. 20288 4W P

NESBITT, Sandra M.
International President
Delta Zeta Sorority
202 East Church Street
Oxford, OH 45056
Phone: (513) 523-7597
Fax: (513) 523-1921
No. 21726 4E SMN

NESTER, William R.
7674 Coldstream Drive
Cincinnati, OH 45255
No. 6119 4E H

NESTINGEN, Lynn
Director Student Activities
Arapahoe Community College
2500 W. College Drive
Littleton, CO 80160-9002
Phone: (303) 797-5668
Fax: (303) 797-5935
E-mail: 71324.701@compuserve.com
No. 19840 4W A

NESTOR, David A.
Dean Of Students
Muhlenberg College
2400 Chew Street
Allentown, PA 18104
Phone: (215) 821-3182
No. 1577 2 V

NETTLES, Ronald E.
Dir/Career Planning & Placemt.
Univ. of Southern Mississippi
Box 5014
Hattiesburg, MS 39406
Phone: (601) 266-4153
E-mail: Ronnie_Nettles@BULL.CC.USM.EDU
No. 21974 3 P

NEUBECKER, Amy J.
Director of Student Activities
Cedar Crest College
100 College Drive
Allentown, PA 18104
Phone: (215) 437-4471
No. 14137 2 P

NEUBERGER, Carmen G.
President
Tuition Exchange, Inc.
1785 Massachusetts Ave NW #320
Washington, DC 20036-2117
Phone: (202) 462-9100
Fax: (202) 462-9111
E-mail: tuition@clark.net
No. 20304 2 P

NEUFELD, Jane
Asst Director of Admissions
Loyola University of Chicago
6525 N. Sheridan Rd
Chicago, IL 60626
Phone: (312) 915-6500
No. 11088 4E P

NEUNER, Jerome L.
Assoc. VP Academic Affairs
Canisius College
2001 Main Street
Buffalo, NY 14208
Phone: (716) 888-2120
Fax: (716) 888-2125
E-mail: Neuner@Canisius
No. 21950 2 P

NEVERETT, Daniel
Acting Dean of Academics
SUNY College of Technology
Sch. of Vocational Tech.
Alfred, NY 14802
Phone: (607) 587-3101
Fax: (607) 587-3120
No. 1857 2 P

NEVILLE, Kathleen M.
Asst Director, Residence Life
SUNY Buffalo
123 Richmond Quadrangle
Buffalo, NY 14261
Phone: (716) 645-2011
No. 12898 2 P

NEVILLE, Peter E.
Director of Student Activities
Trinity University
715 Stadium Drive
San Antonio, TX 78212-7200
Phone: (210) 736-7547
Fax: (210) 736-7696
E-mail: PNEVILLE@TRINITY.EDU
No. 18147 3 P

NEVILLE, Richard
Vice President-Student Life
Villanova University
Student Life Office
Villanova, PA 19085
Phone: (215) 645-4550
No. 1105 2 V

NEWCOMBE, David
Dean Of Student Affairs
Ferrum College
Ferrum, VA 24088
Phone: (703) 365-4463
No. 772 3 V

NEWELL, David
Assistant Dean Student Service
Lebanon Valley College
101 N. College Avenue
Annville, PA 17003-0501
No. 17755 2 P

NEWLAND, Daniel M.
Sr Coord Stu Life/Dean of Stu
University of Akron
Gardner Student Center
Akron, OH 44325-6225
Phone: (216) 972-5825
Fax: (216) 972-6301
No. 21062 4E P

NEWMAN, B. Scott
Coordinator-University Housing
Florida State University
Box 66851
Tallahassee, FL 32313-6851
Phone: (904) 644-2247
Fax: (904) 644-7997
No. 12856 3 P

NEWMAN, Eric
Assistant Dean of Students
Drexel University
32nd & Chestnut Street
Philadelphia, PA 19104
Phone: (215) 895-2506
No. 20236 2 P

NEWMAN, Linda Louise
Residence Life Coordinator
Univ. of South Carolina
1215 Blossom Street
Columbia, SC 29208
Phone: (803) 777-2619
Fax: (803) 777-2697
No. 21643 3 P

NEWSCHWANDER, Gregg E.
Asst. Dean for Student Affairs
UVA, School of Nursing
McLeod Hall, Room 1010
Charlottesville, VA 22903-3395
Phone: (804) 924-0067
Fax: (804) 982-1809
No. 17929 3 P

NEWSOME, Emanuel
Vice President-Student Affairs
Florida Atlantic University
500 NW 20th Street
Boca Raton, FL 33431
Phone: (407) 367-3988
No. 2298 3 V

NEWTON, Judith A.
Dean of Student Affairs
Mount Aloysius College
One College Drive
Cresson, PA 16630
Phone: (814) 886-4131
Fax: (814) 886-5061
No. 1780 2 V

NGUYEN, Khanh G.
17004 Applebrook Drive
Edmond, OK 73003
Phone: (405) 297-6501
No. 11592 4W S

NGUYEN, Nguyet-Hong
6617 Gas Light Lane North
Mobile, AL 36695
Phone: (205) 666-1837
No. 21647 3 S

NICCOLLS, Kathy
Director-UW Student Unions
University of Washington
Student Union Bldg Fk-10
Seattle, WA 98195
No. 1317 5 P

NICHOLAS, Richard A.
Dean of Students
University of Evansville
1800 Lincoln Avenue
Evansville, IN 47722
Phone: (812) 479-2500
Fax: (812) 479-2156
No. 775 4E V

NICHOLLS, Glenn
Vice President Student Affairs
Case Western Reserve Univ
10900 Euclid Ave
Cleveland, OH 44106-7060
Phone: (216) 368-2021
No. 313 4E V

NICHOLS, David
Director of Public Safety
Jacksonville State University
700 Pelham Road North
Jacksonville, AL 36265
Phone: (205) 782-5287
No. 15835 3 P

NICHOLS, Dennis
Dean of Students
San Jose Christian College
790 S. 12th Street
San Jose, CA 95112
Phone: (408) 293-9058
No. 20435 6 V

NICHOLS, Faith H.
Assoc. Dir., Residential Life
Vassar College
Raymond Avenue - Box 35
Poughkeepsie, NY 12601
Phone: (914) 437-5862
Fax: (914) 437-7187
E-mail: fanichols@vaxsar.vassar.edu
No. 11989 2 A

NICHOLS, Fred
Dean of Students
Wilfrid Laurier University
75 University Ave W - Waterloo
CANADA N2L 3C5
Phone: (519) 884-1970
Fax: (519) 886-9351
E-mail: fnichols@mach2.wlu.ca
No. 629 4E A

NICHOLS, Mark
Vice President
Markel-Rhulen Underwriters
PO Box 3870
Glen Allen, VA 23058-3870
Phone: (804) 527-7622
Fax: (804) 273-6144
No. 14715 3 SMP

NICHOLS, Mary Cole
Vice President Student Affairs
Shelby State Community College
P.O. Box 40568
Memphis, TN 38174-0568
Phone: (901) 544-5968
No. 2005 3 V

NICHOLS, Patricia W.
Interim Head Student Affairs
Harris-Stowe State College
3026 Laclede Avenue
St. Louis, MO 63103
Phone: (314) 533-3366
No. 11301 4W V

NICHOLS, Rosemary
Dir, Career Planning & Placemt
Franklin Pierce College
P.O. Box 60 - College Road
Rindge, NH 03461-0060
Phone: (603) 899-4045
Fax: (603) 899-6448
No. 10983 1 P

NICHOLSON, Robert M.
VP Student Development
Mount Mercy College
1330 Elmhurst Drive NE
Cedar Rapids, IA 52402
Phone: (319) 363-8213
No. 8158 4E V

NICHOLSON, Tamara F.
9200 Gold Dust Court
Laurel, MD 20723
Phone: (301) 953-2507
No. 19180 2 P

NICKEL-SCHINDEWOLF, Sue
Assoc. Director of Res. Life
Case Western Reserve Univ.
115 Yost Hall
Cleveland, OH 44106
Phone: (216) 368-3780
Fax: (216) 368-6658
No. 17735 4E P

NICKLAUS, Nick
Asst.Director-Residence Halls
Ball State University
Housing Office
Muncie, IN 47306
Phone: (317) 285-5885
E-mail: 00HENICKLAUS@BSUVC.bsu.edu
No. 38 4E P

NICKOLS, Jeannetta G.
4226 Frances Street #81
Omaha, NE 68105-2831
Phone: (402) 553-6941
No. 21898 4W S

NIEBOER-ERICKSON, Lenna
Coordinator for Judicial Aff
Arizona State University
Student Services Bldg B 223
Tempe, AZ 85287-0512
Phone: (602) 965-6547
E-mail: ISTLKE@ASUVM.INRE.ASU.EDU
No. 7971 6 P

NIEMI, Edward J.
Associate Dean of Students
Northern Michigan University
401 Cohodas Administrative Ctr
Marquette, MI 49855-5326
Phone: (906) 227-1707
Fax: (906) 227-2204
E-mail: aden@nmumus.bitnet
No. 6391 4E P

NIERENBERG, Mindy
Dir. of Housing & Res. Life
Mass. College of Art
621 Huntington Avenue
Boston, MA 02115
Phone: (617) 232-1555
No. 21743 1 P

NIES, Charles T.
Dir of Residential Education
Hobart College
Smith Hall
Geneva, NY 14456
Phone: (203) 443-2811
No. 20805 2 A

NIES, Patricia M.
Administrative Officer
University of North Dakota
Box 7140 University Station
Grand Forks, ND 58202
Phone: (701) 777-2724
E-mail: AUPMN%UNDJES2.Bitnet@VM1.NODAK.EDU
No. 14577 4W P

NIESMAN, Brian Kent
37 W. Locust Avenue
Charleston, IL 61920
Phone: (217) 345-3825
No. 21785 4E S

NIETO, Erma M.
Admissions Coordinator
South Texas College of Law
1303 San Jacinto
Houston, TX 77002
Phone: (713) 646-1810
Fax: (713) 659-3807
No. 21326 3 A

NIN, Jorge
25891 Via Foro
Mission Viejo, CA 92691
Phone: (714) 581-3483
No. 17707 6 S

NISHIGUCHI, Earl
Dean of Students
Kauai Community College
3-1901 Kaumualii Highway
Lihue, HI 96766
Phone: (808) 245-8274
E-mail: T044660@uhccmus
No. 20727 6 A

NISHIMOTO, Pat
Career Counselor
University of Hawaii-Manoa
2442 Campus Rd
Honolulu, HI 96822
Phone: (808) 956-8136
No. 16053 6 P

NISSON, Blaine
Dean of Students
Centralia College
600 W. Locust
Centralia, WA 98531
Phone: (206) 736-9391
No. 7945 5 A

NIXON, Edward
Acting Dean of Students
Washington & Jefferson College
60 S. Lincoln St.
Washington, PA 15301
Phone: (412) 223-6007
No. 636 2 V

NIXON, Harold L.
Vice President-Student Affairs
Wright State University
3740 Col. Glenn Highway
Dayton, OH 45435
Phone: (513) 873-2808
No. 1798 4E V

NNAMANI, Chika K.
Director, Housing Services
Univ. of Massachusetts-Amherst
211 Berkshire House
Amherst, MA 01003
No. 10984 1 P

NOBBE, June
Director of Student Activities
Univ of Minn-Twin Cities
220 Coffman Union
Minneapolis, MN 55455
Phone: (612) 624-2971
Fax: (612) 626-3547
E-mail: nobbe@maroon.tc.umn.edu
No. 17564 4E P

NOCERA, Paul
Asst. Dir. Residential Life
Manhattan College
111 East 14th St., #273
New York, NY 10003
Phone: (718) 920-0100
No. 14631 2 P

NOCERA, William
Director, Student Activities
SUNY Old Westbury
42 Brewster Ave.
Stony Point, NY 10980
Phone: (516) 876-3067
No. 9186 2 P

NODA, Jeanne
Dean of Students
Harvey Mudd College
301E 12th St. Platt Center
Claremont, CA 91711
Phone: (909) 621-8125
No. 5641 6 V

NODAY-ASCHIERIS, Rochelle M.
1000 S. Orange Grove #10
Pasadena, CA 91105
Phone: (818) 799-9471
No. 18497 6 S

NOEL, Lisa A.
Residence Coordinator
University of Miami
1231 Dickinson Drive
Coral Gables, FL 33146
Phone: (305) 284-2188
Fax: (305) 284-2300
No. 17847 3 P

NOFTSGER, Jarrod Lee
Men's Hall Director
Oklahoma State University
145 Melrose Drive
Stillwater, OK 74074
Phone: (405) 744-5009
No. 21459 4W S

NOFTSINGER, JR., John B.
Asst. VP for Academic Affairs
James Madison University
Wilson Hall
Harrisonburg, VA 22807
Phone: (703) 568-7088
E-mail: ADM_JNOFTSIN@VAX.ACS.JMU.EDU
No. 15687 3 P

NOLAN, Deborah O.
Associate Dean of Student Life
Ursinus College
P.O. Box 1000
Collegeville, PA 19426-1000
Phone: (610) 489-4111
Fax: (610) 489-0627
No. 15649 2 P

NOLEN, JR., John F.
Vice President-Student Affairs
Georgia Southern University
Landrum Box 8063
Statesboro, GA 30460
Phone: (912) 681-5256
Fax: (912) 681-0694
No. 845 3 V

NONNAMAKER, John B.
Assistant Dean of Students
Fordham University
McGinley Center, Room 207
Bronx, NY 10458-5162
Phone: (718) 817-4339
No. 12333 2 P

NORD, Roberta
Exec Asst to Vice Chancellor
CUNY
535 East 80th St
New York, NY 10021
Phone: (212) 794-5454
No. 18561 2 A

NORD, Sheldon C.
9374 Sunnyview Road N.E.
Salem, OR 97301-9060
Phone: (812) 857-5300
E-mail: snord@indiana.edu
No. 21224 5 P

NORDYKE, Alan
Asst. Dir. Univ. Housing
Central Missouri State Univ
Ellis Hall
Warrensburg, MO 64093
Phone: (816) 429-4157
No. 11626 4W P

NORRIS, C. Denise
Academic Coordinator
Washington State Comm. College
P.O. Box 5000
Marietta, OH 45750
Phone: (614) 374-8716
Fax: (614) 373-7496
No. 15746 4E A

NORRIS, Evan
Academic Planner
Univ of WI Syst-1220 Linden Dr
1638 Van Hise Hall
Madison, WI 53706
Phone: (608) 262-3526
No. 12743 4E A

NORTH, Gary B.
Vice President Administration
Ohio University
209 Cutler Hall
Athens, OH 45701
Phone: (217) 333-0611
No. 1527 4E P

NORTHMAN, Esther A.
Dir, Int'l Student Program
Canisius College
2001 Main St Bosch Hall Ste #3
Buffalo, NY 14208
Phone: (716) 888-2784
No. 12970 2 P

NOTTINGHAM, Joanne E.
Dir Minority Student Affairs
University of Miami
PO Boz 248236
Coral Gables, FL 33124-5585
Phone: (305) 284-2855
No. 10637 3 P

NOWAK, Daniel
Vice President-Student Affairs
San Diego State University
San Diego, CA 92182-0718
Phone: (619) 265-5211
No. 1044 6 V

NOWERS, Tom
Dean of Student Affairs
Bishop's University
Lenoxville CANADA
Quebec J1M 1Z7
Phone: (819) 882-9719
No. 18727 1 A

NOYES, Wendy
Vice President-Student Service
Framingham State College
100 State St.
Framingham, MA 01701
Phone: (508) 626-4596
No. 2345 1 V

NUGENT, Melissa
505 Laguardia Place
New York, NY 10012
Phone: (212) 870-2150
No. 19673 2 S

NUNN, Sarahjini
So. IL Univ. at Edwardsville
89 Devon Ct. #5
Edwardsville, IL 62025
No. 20532 4E H

NUNO, Colette
Assistant Director
Student Judicial Affairs
University of California-Davis
Davis, CA 95616
Phone: (916) 752-1128
No. 7706 6 P

NURCZYK, Karla
Director Residential Life
Univ of Maryland-Baltimore Co.
Hillcrest Building, Room 106
Baltimore, MD 21228
Phone: (410) 455-2591
No. 11329 2 P

NUSSBAUM, Irwin
Associate Dean of Students
University of Hartford
200 Bloomfield Ave
West Hartford, CT 06117
Phone: (203) 768-4285
No. 20283 1 P

NWABEKE, Christopher
Acting Asst. Dean of Students
Lawrence University
P.O. Box 599
Appleton, WI 54912
Phone: (414) 832-6596
Fax: (414) 832-6884
No. 15023 4E P

NYGREEN, Glen T.
97 Highland Road
Scarsdale, NY 10583
Phone: (914) 723-0757
No. 11442 2 H

O

O'BOYLE, Rosemary
Asst. VP-Student Development
University of Dayton
300 College Park Avenue
Dayton, OH 45469-0962
Phone: (513) 229-3311
No. 328 4E P

O'BOYLE, Thomas J.
260 East 72nd St. Apt. 2D
New York, NY 10021
Phone: (212) 744-7687
No. 21856 2 S

O'BRIEN, Lorraine J.
Admin. Assistant to VPSA
Cambrian College
1400 Barrydowne Road
Sudbury Ontario P3A 4M4
Phone: (705) 566-8101
No. 21109 4E P

O'BRIEN, Melinda
Associate Director
San Francisco State University
800 Font Blvd
San Francisco, CA 94132
Phone: (415) 338-1067
No. 18996 6 A

O'BRIEN, Patrick
Dean of Student Services
Golden Gate University
536 Mission Street
San Francisco, CA 94105
Phone: (415) 442-7245
No. 553 6 V

O'BRYANT, Kenyatta
Monmouth College
Great Lawn Apt. 2 A-2
West Long Branch, NJ 07764-1898
Phone: (908) 222-7662
Fax: (908) 571-7527
No. 20554 2 S

O'CONNELL, Maryfrances
Residence Director
Plymouth State College
PO Box 142
Plymouth, NH 03264
Phone: (603) 535-2604
No. 14157 1 P

O'CONNELL, Maurice
Vice Provost for Student Life
The American University
401 Butler Pavilion
Washington, DC 20016
Phone: (202) 885-3310
Fax: (202) 885-3354
No. 603 2 V

O'CONNELL-GANGES, Elizabeth
Assistant Director
Douglas College
Douglass Project PO Box 270
New Brunswick, NJ 08903
Phone: (908) 932-9197
No. 6969 2 P

O'CONNOR, Kathleen M.
Dean of Students
Lasell College
Student Services Office
Newton, MA 02166
Phone: (617) 243-2124
No. 11432 1 A

O'DAIR, Katie
Asst Dir/Mayer Campus Center
Tufts University
44 Professors Row
Medford, MA 02155
Phone: (617) 627-3212
E-mail: in%kodair@pearl.tufts.edu
No. 20972 1 A

O'DAY, Patrick T.
Asst Dir Student Activities
Babson College
Office of Student Activities
Babson Park, MA 02157
Phone: (617) 239-4433
No. 14595 1 P

O'DEA, Maureen
Assistant Director
Merrimack College
300 Turnpike St Box 811
N. Andover, MA 01845
Phone: (508) 837-5500
No. 14228 1 P

O'DONNELL, Elizabeth
Asst. Dean for Residence Life
Allentown College
2755 Station Ave
Center Valley, PA 18034
Phone: (610) 282-1100
No. 13078 2 P

O'DONNELL, Jo Anne
Associate Dean Of Students
Arizona State University
Student Services Bldg Rm B228
Tempe, AZ 85287-0512
Phone: (602) 965-6547
No. 3708 6 P

O'DONNELL, Karen
Ohio University
140 Chubb Hall
Athens, OH 45701
Phone: (614) 592-2614
No. 19653 4E S

O'DONNELL, Mary Anne
Dean of Students
College of Notre Dame-MD
4701 North Charles Street
Baltimore, MD 21210
Phone: (410) 532-5309
Fax: (410) 435-5937
No. 12036 2 A

O'DONNELL, R. Mikell
Assistant Dean
Ohio State University
110 Arps Hall,1945 N High St
Columbus, OH 43210-1172
Phone: (614) 292-2481
No. 3710 4E P

O'GRADY, Marijo Russell
Coord. Res. Student Develop.
New York University
5-11 University Place
New York, NY 10003
Phone: (212) 998-4312
Fax: (212) 995-4099
No. 14234 2 P

O'GUINN III, Max D.
5230 N. Meridian Street
Indianapolis, IN 46208-2652
Phone: (812) 323-1262
No. 20695 4E S

O'HARA, James
VP for Student Services
CUNY Queens College
65-30 Kissena Blvd
Flushing, NY 11367-0904
Phone: (718) 997-5558
No. 10287 2 V

O'HARA, Patricia
Vice President-Student Affairs
University of Notre Dame
Student Affairs Office
Notre Dame, IN 46556
Phone: (219) 631-7394
No. 278 4E V

O'KAIN, Sharon
412 E. Hester St. #E
Carbondale, IL 62901-3755
Phone: (618) 457-7184
No. 20751 4E S

O'MALLEY, Mary
Director of Student Services
Delaware Co. Community College
Rt. 252 & Media Line Road
Media, PA 19063
No. 5525 2 P

O'NEAL, Consuelo B.
Dean of Students
Chattanooga State Comm College
4501 Amnicola Highway
Chattanooga, TN 37406
Phone: (615) 697-4423
No. 12575 3 V

O'NEILL, Colleen E.
Asst. Res. Hall Director
University at Buffalo
P.O. Box 69
Gatzville, NY 14068
Phone: (716) 645-5248
Fax: (716) 645-6308
No. 21657 2 S

O'NEILL, Kathleen
15 Sherman Road
Millis, MA 02054-1540
Phone: (617) 783-1665
No. 20464 1 P

O'REILLY, Alane
Director Student Affairs
Los Angeles Coll of Chiropractice
16200 E. Amber Valley Drive
Whittier, CA 90609-1166
Phone: (310) 947-8755
No. 9552 6 V

O'ROURKE, Patrick
Administrative Asst: Operations
Arizona State University
910 S. Gary Drive
Tempe, AZ 85281
Phone: (602) 965-1531
No. 4833 6 P

O'SULLIVAN, Kevin
Director of Student Affairs
Concord College
Athens, WV 24712
Phone: (304) 384-3115
No. 2510 2 V

OAKES, Robert C.
Dean Student Activities
Hinds Community College
3805 Highway 80 East
Pearl, MS 39208
Phone: (601) 932-5237
No. 20209 3 P

OAMEK, Marie
Area Coord/Crown College
Univ. of CA, Santa Cruz
400 McLaughlin Drive
Santa Cruz, CA 95064
Phone: (408) 459-3968
E-mail: oamek@cats.ucsc.edu
No. 14879 6 S

OBERLANDER, Dale
Dean of Student Services
Miles Community College
2715 Dickinson
Miles City, MT 59301
Phone: (406) 232-3031
No. 14850 5 V

OBERMEYER, Carole R.
Vice Pres Student Development
Newberry College
2100 College Street
Newberry, SC 29108
Phone: (813) 321-5147
No. 16919 3 A

OBLAK, John B.
VP-Student Affairs&Campus Life
Ithaca College
953 Danby Road
Ithaca, NY 14850
Phone: (607) 274-3374
Fax: (607) 274-1728
No. 11605 2 V

OBLANDER, Douglas
Assistant Dean of Students
Butler University
Atherton Union
Indianapolis, IN 46208
Phone: (317) 283-9262
No. 2229 4E P

OBLANDER, Frances
Director - Student Services
Indiana Univ-Purdue Univ
902 W.New York Street
Indianapolis, IN 46202-5515
Phone: (317) 274-0648
No. 7722 4E P

OBLINGER, Jacqueline
Director of Career Development
Bluefield College
3000 College Drive
Bluefield, VA 24605
Phone: (703) 326-4255
Fax: (703) 326-4228
No. 20665 3 P

OCHILTREE, James K.
Vice President Student Service
Casper College
125 College Drive
Casper, WY 82601
Phone: (307) 268-2210
No. 16922 4W A

OCHSNER, Sherry
Asst Director of Res Life
Humboldt State University
Housing & Dining Services
Arcata, CA 95521
Phone: (707) 826-3451
No. 7512 6 P

OESTREICHER, David
Residence Hall Director
University of Connecticut
DRL- U-152
Storrs, CT 06269
Phone: (203) 486-2053
E-mail: MAC7@uconnvm.uconn.edu
No. 14132 1 P

OGROSKY, Wendell R.
Vice Chancellor-Student Aff.
Univ of Missouri-Rolla
Room 106 Norwood Hall
Rolla, MO 65401
Phone: (314) 341-4292
No. 11761 4W V

OGSBY, Louris Jean
Coordinator
University of Arizona
6655 North Canyon Dr. #10259
Tucson, AZ 85715
Phone: (602) 621-1126
No. 18692 6 P

OJANO, Olivia T.
101 1/2 Elmwood Pl
Athens, OH 45701
Phone: (614) 592-5403
No. 18443 4E S

OKAMOTO, Richard T.
Coordinator of Learn&Multi Prg
Seattle Pacific University
100 Tiffany Hall
Seattle, WA 98119
Phone: (206) 281-2272
Fax: (206) 281-2730
E-mail: ROKAMOTO@PAUL.SPU.EDU
No. 12334 5 P

OLDS, Mona
Dean of Student Life
Guilford College
5800 West Friendly Avenue
Greensboro, NC 27410-4173
Phone: (919) 316-2101
No. 1669 3 V

OLDS, Shelley
Graduate Student
James Madison University
1439 Crawford Avenue
Harrisonburg, VA 22801
Phone: (703) 432-1027
No. 19158 3 S

OLESON, Robert
Vice President -Student Svcs
Heidelberg College
310 E. Market Street
Tiffin, OH 44883
Phone: (419) 448-2058
No. 4175 4E V

OLGUIN, Jose
Bolsa de Trabajo del ITESM
Av Eugenio Garza Sada 2501 Sur
Monterrey, Nuevo Leon
MEXICO 64849
No. 21772 3 S

OLIARO, Paul
Vice President/Student Affairs
West Chester University
West Chester, PA 19383
Phone: (215) 436-3301
E-mail: POLIARO@WCU.BITNET
No. 2747 2 V

OLIPHANT, Peggy
Director Handicapped Students
North Carolina A&T University
005 Murphy Hall
Greensboro, NC 27411
Phone: (919) 334-7765
No. 21139 3 P

OLIVER, Dub
Director Student Activities
Baylor University
PO Box 97074
Waco, TX 76798-7074
Phone: (817) 755-2371
E-mail: dub_oliver@baylor.edu
No. 14523 3 A

OLIVER, Jill
Counselor
Weber State University
Ogden, UT 84408-2107
Phone: (801) 626-6527
No. 18447 5 P

OLIVERO, Paula
Dir. of Residence Education
Slippery Rock University
Office of Residence Education
Slippery Rock, PA 16057
Phone: (412) 738-2083
No. 5955 2 P

OLLERICH, Dwayne A.
Assoc. Dean, Student Affairs
Kansas University Med School
39th & Rainbow Blvd
Kansas City, KS 66103
Phone: (913) 588-5289
No. 20271 4W P

OLSEN, Eric R.
Asst Dean of Students
Ricks College
Administration Bldg
Rexburg, ID 83460-4174
Phone: (208) 356-1120
No. 11703 5 A

OLSON, Gerald
Dean of Students
Univ of Wisconsin-Green Bay
2420 Nicolet Drive
Green Bay, WI 54311-7001
Phone: (414) 465-2152
No. 1609 4E V

OLSON, Gerald A.
Office of Student Ethics
Indiana University
705 E. 7th St
Bloomington, IN 47405
Phone: (812) 855-5419
E-mail: GOLSON@INDIANA.EDU
No. 5563 4E S

OLSON, Jane
Program Assistant
130 East Akers
East Lansing, MI 48825
Phone: (517) 353-4492
Fax: (517) 336-2509
E-mail: VPS78@MSU.edu
No. 1628 4E P

OLSON, Kenneth O.
Dir of Residence Life
Univ of Wisconsin-River Falls
Hathorn Hall
River Falls, WI 54022
Phone: (715) 425-3302
No. 12043 4E P

OLSON, Mary A.
Vice President-Student Affairs
Oakton Community College
1600 East Golf Road
Des Plaines, IL 60016
Phone: (312) 635-1739
No. 1043 4E V

OLSON, Todd A.
Assoc. Director Residence Life
University of Denver
2050 E Evans Ave. Rm66
Denver, CO 80208-0050
Phone: (303) 871-2246
No. 10719 4W P

OLVERS, Maria del Carmen Tornel
Dir. Student Dev./ITESM System
Ave Eugenio Garza Sada 2501
Sucursal Correos "J" Monterrey
NL 64849 MEXICO
Fax: 8/3-28 41 93
Fax: (835) 896-00
No. 20843 3 P

OMAHAN, Donald J.
VP & Dean for Student Affairs
Albion College
611 East Porter Street
Albion, MI 49224
Phone: (517) 629-0225
E-mail: DOMAHAN@ALBION.EDU
No. 491 4E V

ONNEMBO, Julia
Graduate Services Assistant
University of Louisville
Student Act Ctr - SAC W301
Louisville, KY 40292
Phone: (502) 852-6691
No. 20488 3 S

ONORATO, Suzanne M.
Research Assistant
Univ. of Massachusetts-Amherst
229 Whitmore Building
Amherst, MA 01003
Phone: (413) 545-1390
No. 20985 1 S

OPALEWSKI, Dan
Dean of Students
Three Rivers Community College
2080 Three Rivers Blvd
Poplar Bluff, MO 63901
Phone: (314) 686-9668
No. 21112 4W A

OPPENHEIM, Patsy W.
Director-Student Services
U of California-Hastings
200 McAllister Street
San Francisco, CA 94102
Phone: (415) 565-4773
No. 8605 6 V

ORAVECZ, JR., Joseph A.
Assistant Director, Stu Life
Central Michigan University
251 Faust Hall
Mount Pleasant, MI 48859
Phone: (517) 774-3017
No. 15742 4E P

ORI, Lisa A.
505 S. 4th #4
Terre Haute, IN 47807
Phone: (812) 237-2440
Fax: (812) 237-3602
No. 21799 4E S

ORMAN, Ronald E.
5311 N. Shoreland Avenue
Whitefish Bay, WI 53217
Phone: (414) 271-3242
Fax: (414) 271-5840
No. 19101 4E S

ORMESHER, Jill E.
Univ of Nebraska-Lincoln
1020 Carriage Way
Lincoln, NE 68510
Phone: (402) 483-6979
No. 17766 4W S

ORMSBY, Colin
6E MacFarland
Stanford, CA 94305
Phone: (415) 497-5388
E-mail: Keats@leland.Stanford.Edu
No. 21433 6 S

ORNDORFF, C. Robert
Vice President-Student Affairs
Shippensburg University
Shippensburg, PA 17257
Phone: (717) 532-1308
No. 2688 2 V

ORNDORFF, Lance W
Grad. Asst./Coord. ATRC-VATS
Old Dominion University
3934 Morning Light Lane
Virginia Beach, VA 23456
Phone: (804) 471-3566
E-mail: LWO100G@ODU.edu
No. 14757 3 S

OROSZKO, Charles J.
Assoc. Director Counseling Ctr
Worcester State College
486 Chandler St
Worcester, MA 01602
Phone: (508) 793-8072
Fax: (508) 793-8011
No. 21173 1 P

OROZCO, Debra
Asst to the VP Student Affairs
New Mexico State University
PO Box 30001 Dept 3923
Las Cruces, NM 88003
Phone: (505) 646-1722
No. 18754 4W P

ORTALE, Lynn
Director of Residence Life
St. Joseph's University
5600 City Avenue
Philadelphia, PA 19131
Phone: (215) 660-1060
No. 11016 2 P

ORTEGA, Eduardo
Administrative Manager
National Theatre Conservatory
1050 13th Street
Denver, CO 80204
Phone: (303) 893-4000
No. 18675 4W A

ORTEGA, Margaret F.
Judicial Affairs Coordinator
University of California
TB335,Office of Residence Life
Santa Barbara, CA 93106
Phone: (805) 893-4186
Fax: (805) 893-4790
No. 11915 6 P

ORTIZ, David A.
203 C Lynn
Bryan, TX 77801
Phone: (409) 845-2568
Fax: (409) 845-6419
No. 21675 3 S

ORTIZ, Hector
Dean of Students
Pasaic Co. Community College
170 College Blvd
Paterson, NJ 07509
Phone: (201) 684-5570
No. 18751 2 A

ORTIZ, Jeanne
Dean of Student Life
Incarnate Word College
4301 Broadway
San Antonio, TX 78209
Phone: (210) 829-6034
No. 15364 3 P

ORTMAN, Sandra
Pierce Resident Director
U of California-Davis
Tercero Area Office
Davis, CA 95616
No. 15108 6 P

ORWAT, John J.
2212 SE Evans Avenue
Troutdale, OR 97060
Phone: (516) 632-6763
No. 19336 5 A

OSAGE, Frank
Vice President-Student Affairs
Christian Brothers University
650 East Parkway South
Memphis, TN 38104
Phone: (901) 722-0525
No. 8360 3 A

OSE, Kenna L.
University of Georgia
Reed Hall A
Athens, GA 30609
Phone: (706) 357-3373
No. 21414 3 S

OSFIELD, Kenneth J.
Coordinator - ADA Office
University of Florida
309A Tigert Hall/PO Box 113005
Gainesville, FL 32611-3005
Phone: (904) 392-7056
E-mail: KEN_OSFIELD@SFA.UFL.EDU
No. 11343 3 P

OSINSKE, Lou
Dir, Educational Services
University of Cincinnati
320 TUC M.L. 90
Cincinnati, OH 45221
Phone: (513) 556-3244
No. 3717 4E P

OSIT, Carla Jean
33 Meadow Street Apt. B
Amherst, MA 01002
Phone: (413) 549-0874
No. 21751 1 S

OSMER, Jennifer J.
619 King Street #304
Columbia, SC 29205
Phone: (803) 779-7142
No. 20740 3 S

OSTEEN, James
Director- Union/Campus Program
Univ of Maryland-College Park
2104 Stamp Student Union
College Park, MD 20742
Phone: (301) 314-8507
E-mail: JOSTEEN@UMDACC.UMD.EDU
No. 2222 2 P

OSTEEN, Laura K.
Program Director-Dumell Center
Colorado State University
Dumell Center
Fort Collins, CO 80521
Phone: (303) 495-5687
No. 18685 4W S

OSTERS, Sandi
Assistant Dean of Students
University of Dallas
1845 E. Northgate Drive
Irving, TX 75062-4799
Phone: (214) 721-5113
Fax: (214) 721-5291
E-mail: osters@acad.udallas.edu
No. 11310 3 P

OSTHAUS, John E.
Hall Advisor
University of Vermont
Robinson Hall, Redstone Campus
Burlington, VT 05405-0364
Phone: (802) 656-2033
No. 19697 1 S

OSTICK, Daniel T.
765 Kings Road
Athens, GA 30606
Phone: (706) 546-9211
No. 18709 3 S

OSTROWSKI, Terese A.
Residence Hall Director
Washington State University
Box 3016 C.S.
Pullman, WA 99165
Phone: (509) 335-3017
No. 16861 5 S

OTEY, Inman
Dir. of Career Development
Tennessee State University
3500 John A. Merritt Blvd #304
Nashville, TN 37209-1561
Phone: (615) 320-3767
Fax: (615) 320-3771
No. 940204 3 P

OUELLETT, Mathew L.
Area Coordinator
U of Massachusetts-Amherst
PO Box 2802
Amherst, MA 01004
Phone: (413) 545-1333
No. 10090 1 P

OUIMETTE, David T.
Asst to Dean of Students
University of Connecticut
79 Cemetary Rd
Mansfield Center, CT 06250
Phone: (203) 486-3426
No. 8389 1 P

OVENDER, Cindy
Coord. Handicapped Services
North Central Technical Coll.
2441 Kenwood Cir, Box 698
Mansfield, OH 44901
Phone: (419) 755-4753
No. 21120 4E P

OVER, Lucinda L.
Counselor
The Evergreen State College
Library 1400
Olympia, WA 98505
Phone: (206) 866-6000
Fax: (206) 866-6823
No. 19038 5 P

OVERLAND, Wanda
Bowling Green State University
725 9th St #6
Bowling Green, OH 43402
Phone: (419) 353-9904
No. 18602 4E S

OVERTON, Mark
Director of Orientation
Ball State University
Orientation Office - BSU
Muncie, IN 47306-0885
Phone: (317) 285-8290
Fax: (317) 285-1632
E-mail: 00mloverton@bsuvc.bsu.edu
No. 18444 4E P

OWEN, Maureen
Asst Dir/Housing & Res. Life
Emerson College
100 Beacon Street
Boston, MA 02116
Phone: (617) 578-8620
Fax: (617) 578-8599
No. 19075 1 P

OWENS, Deborah E.
Office of Res. Life
SUNY College at Potsdam
223 Sisson Hall
Potsdam, NY 13676
Phone: (315) 267-2630
E-mail: owensde@snypotvx
No. 19090 2 P

OWENS, Kristin
493 Norwood Ave
Buffalo, NY 14222
Phone: (716) 884-3281
No. 19981 2 S

OWENS, Mrs. Otis H.
Asst VP Student Affairs
University of North Florida
4567 St Johns Bluff Rd, South
Jacksonville, FL 32224
Phone: (904) 646-2602
No. 16078 3 P

OWENS, Neva C.
Dir,Centr Adults Return to Ed
University of Hawaii-Manoa
2445 Campus Rd Hemenway 220
Honolulu, HI 96822
Phone: (808) 956-4849
No. 16063 6 P

OXENREIDER, Thomas L.
Grad. Asst./Campus Life
Wheeling Jesuit College
Office of Campus Life
Wheeling, WV 26003
Phone: (304) 243-2210
No. 21574 2 S

P

PACKWOOD, Virginia M.
Dir., Intern'l Support Serv.
North Dakota State University
P. O. Box 5582
Fargo, ND 58105
Phone: (701) 237-7895
No. 20434 4W P

PADILLA, Je Nell
Assistant Dean of the College
Lafayette College
Easton, PA 18042
Phone: (215) 250-5080
No. 15432 2 P

PADOVANI, John J.
Assistant Director Housing
Marist College
Poughkeepsie, NY 12601
Phone: (914) 575-3307
Fax: (914) 471-6213
E-mail: HMRHJP1@MARISTA
No. 19619 2 A

PADULO, Kim Braun
Assoc. Dir. of Stu. Activities
University of San Diego
Student Affairs, Alcala Park
San Diego, CA 92110-2492
Phone: (619) 260-4590
Fax: (619) 260-4610
No. 21022 6 P

PAGE JR., Robert N.
Complex Director
Western Illinois University
Seal Hall - SRP
Macomb, IL 61455
Phone: (309) 298-3405
No. 21043 4E P

PAHIA, Neal K.
Asst Dean/Dir Stu. Activities
University of Redlands
1200 E Colton Ave
Redlands, CA 92374
Phone: (714) 793-2121
No. 11764 6 P

PAIGE, Julie
Area Program Director
Cornell Univ. - Campus Life
Community Development, RPCC
Ithaca, NY 14853
Phone: (607) 255-5533
Fax: (607) 255-2192
No. 21607 2 A

PAINE, Gage E.
Associate Dean of Students
University of Texas-Austin
Dean of Students Office #7849
Austin, TX 78713
Phone: (512) 443-2660
No. 11431 3 P

PALM, Richard L.
Assistant Professor
University of MO-Kansas City
5100 Rockhill Rd/School of Ed.
Kansas City, MO 64110-2499
Phone: (816) 235-2449
Fax: (816) 235-5270
No. 20484 4W P

PALMER, Carolyn J.
Asst. Professor Higher Ed.
Bowling Green State University
Dept. of Higher Ed,330 Ed Bldg
Bowling Green, OH 43403
Phone: (419) 372-7383
Fax: (419) 372-8265
E-mail: cpalmer@andy.bgsu.edu
No. 15318 4E P

PALMER, David A.
Vice President Student Affairs
Hanover College
PO Box 108
Hanover, IN 47243
Phone: (812) 866-7075
No. 20032 4E A

PALMER, Megan M.
Director of Residence Life
Stephens College
Box 2092
Columbia, MO 65215
Phone: (314) 876-7253
No. 16977 4W A

PALMER, Melissa
Hall Director
Gordon College
255 Grapevine Road
Wenham, MA 01984-1899
No. 20022 1 P

PALMER, Robert L.
VP for Student Affairs
State Univ. of NY at Buffalo
542 Capen Hall
Buffalo, NY 14260
Phone: (716) 645-2982
Fax: (716) 645-5966
No. 21325 2 P

PALMER, Thomas J.
Vice President-Student Affairs
Fort Valley State College
Fort Valley, GA 31030
Phone: (912) 825-6290
No. 1893 3 V

PALMQUIST, Marta
Student Activities Assistant
University of Puget Sound
1500 North Warner
Tacoma, WA 98416
Phone: (206) 756-3365
Fax: (206) 756-3500
No. 20691 5 P

PALUMBO, Barbara
Manager, Resources & Sources
Brown University
26 Benevolent Street
Providence, RI 02912
Phone: (401) 863-3021
Fax: (401) 863-1999
E-mail: Barbara_Palumbo@brown.edu
No. 20176 1 P

PALUMBO, James V.
Dean of Student Development
Brookdale Community College
765 Newman Springs Road
Lincroft, NJ 07738
Phone: (908) 224-2270
Fax: (908) 224-2772
No. 7778 2 A

PANAGOULIAS, Argiro
Director, Student Activities
Caldwell College
11 Ryerson Avenue
Caldwell, NJ 07006
Phone: (201) 228-4424
Fax: (201) 228-4297
No. 17844 2 P

PANNELL, Kraig A.
Coordinator Multicult. Student
King's College
133 N. River Street
Wilkes-Barre, PA 18711
Phone: (717) 826-5898
No. 19985 2 P

PANZL, Barbara A.
Assistant Dean Of Students
Whitman College
Walla Walla, WA 99362
Phone: (509) 527-5885
No. 8853 5 P

PAPAGNI, Christopher
Director of Residence Life
Marymount Manhattan College
1641 3rd Avenue #110
New York, NY 10128
Phone: (212) 517-0630
No. 14136 2 A

PAPALIA, Anthony S.
Director-Student Development
SUNY College Cortland
B44 Van Hoesen PO Box 2000
Cortland, NY 13045
Phone: (607) 753-4728
Fax: (607) 753-2937
No. 10031 2 P

PAPPACODA, Tammy
Director of Residential Life
Nova Southeastern University
3301 College Avenue
Ft. Lauderdale, FL 33314
Phone: (305) 475-7052
No. 21374 3 A

PARATORE, Jean
Associate Vice President
Southern IL Univ.-Carbondale
Student Affairs
Carbondale, IL 62901
Phone: (618) 453-2461
E-mail: GE0638@SIUCVMB.EDU
No. 4757 4E P

PARDINI, Brenda J.
Coord New Student Programs
University of Pittsburgh
738 William Pitt Union
Pittsburgh, PA 15260
Phone: (412) 648-7913
Fax: (412) 648-7914
E-mail: BPA2@CIS.PITT.EDU
No. 15000 2 P

PARIS, Michael
Freshman Services Coordinator
The Univ. of Texas at Dallas
SU21 Box 830688
Richardson, TX 75083
Phone: (214) 690-2456
Fax: (214) 690-2112
No. 21672 3 P

PARK, Helen
420 N. Gilbert Street #3FLR
Iowa City, IA 52245-2128
Phone: (319) 351-5955
No. 17412 4E S

PARK, Rhonda
Head Resident
Southern IL Univ.-Carbondale
126 Steagall Hall
Carbondale, IL 62901
Phone: (618) 536-8487
No. 21284 4E S

PARK-SUH, Sunny
150 West 56th Street, #3705
New York, NY 10019
Phone: (212) 265-9773
No. 20771 2 S

PARKER, Anthony
Vice President, Student Affairs
Aiken Technical College
P.O. Drawer 696
Aiken, SC 29802
Phone: (803) 593-9231
No. 20478 3 A

PARKER, Forrest A.
VP of Multicult. Affairs
Mary Washington College
1301 College Avenue
Fredericksburg, VA 22401
Phone: (703) 899-4838
Fax: (703) 899-4834
No. 18086 3 P

PARKER JR., Julius
Assoc VP for Admin Services
University of Arizona
610 Admin Bldg
Tucson, AZ 85721-0001
Phone: (602) 621-7777
No. 14513 6 P

PARKER, Linda Bates
Dir Career Development
University of Cincinnati
P.O. Box 210115
Cincinnati, OH 45221-0115
Phone: (513) 556-3471
No. 11090 4E P

PARKER, Paul J.
Vice President-Student Affairs
Loyola University of Chicago
6525 North Sheridan Rd
Chicago, IL 60626
Phone: (312) 508-3890
E-mail: PPARKER@WPO.IT.LUC.EDU
No. 7535 4E V

PARKER, Raymon P.
Assistant Dean of Student Life
Vassar College
Box 47
Poughkeepsie, NY 12601
Phone: (914) 437-5370
No. 14474 2 A

PARKER, Rebecca L.
Associate Director, Residence
Ohio State University
620 Lincoln Tower 1800 Cannon
Columbus, OH 43210
Phone: (614) 292-3930
No. 14760 4E P

PARKER, Terence L.
National Pan-Hellenic Advisor
Southwest Texas State Univ.
302 LBJ Student Center
San Marcos, TX 78666
Phone: (512) 245-2674
Fax: (512) 245-8268
No. 21531 3 S

PARKER, Vernita
400 W. Anderson Lane
Austin, TX 78752
Phone: (512) 471-1217
Fax: (512) 471-8494
E-mail: CNVFP@utxdp.dp.utexas.edu
No. 15550 3 S

PARMENTIER, Carol
Assistant Dean of Students
Polytechnic University
6 Metrtech Center
Brooklyn, NY 11201
Phone: (718) 260-3800
No. 20272 2 P

PARR, Preston
140 Biery's Bridge Road
Bethlehem, PA 18017
No. 4739 2 H

PARRENT, Robert W.
Dean Stu & Enrollment Services
Midway College
512 E. Stephens Street
Midway, KY 40347-1120
Phone: (606) 846-5742
Fax: (606) 846-5349
No. 17007 3 P

PARRIS, Laura Marie
Resident Director
George Washington University
2115 F St., NW
Washington, DC 20037
Phone: (202) 994-6688
No. 15569 2 P

PARROTT, David W.
Director of Residence Life
Western Kentucky University
#1 Big Red Way
Bowling Green, KY 42101-3576
Phone: (502) 745-2037
Fax: (502) 745-2937
No. 11539 3 P

PARROTT, Leslie L.
Career Educator
Seattle Pacific University
3307 Third Avenue West
Seattle, WA 98119
Phone: (206) 281-2484
No. 488 5 P

PARROTT, M. Emily
4631 Norwood Rd
Columbia, SC 29206
Phone: (803) 777-0270
No. 3724 3 P

PARRY, Dolores
Asst. to the VP Stu. Affairs
SUNY College Farmingdale
23 Romscho Street
Bethpage, NY 11714
Phone: (516) 632-6700
No. 1330 2 P

PARTLOW, Scot R.
Area Coordinator
Wesleyan University
48 Wyllus Avenue
Middletown, CT 06459
Phone: (203) 347-9411
E-mail: spartlow@willet.wesleyan.edu
No. 20973 1 P

PASCHALL, Dan
Volunteer Coordinator
Calif. Inst. of Technology
Mail Code 218-51
Pasadena, CA 91125
Phone: (818) 395-6163
Fax: (818) 795-9725
No. 21389 6 S

PASCO, Gwenn
Residence Life Department
Fairfield University
Dolan Hall - N. Benson Road
Fairfield, CT 06430
Phone: (203) 254-4215
No. 8923 1 P

PASKO, Kurt
Dean of Student Life
University of Dubuque
2000 University Ave
Dubuque, IA 52001
Phone: (319) 589-3129
No. 778 4E V

PASQUARELLA, Deborah S.
Director Student Activities
Bryant College
1150 Douglas Pike
Smithfield, RI 02917 1291
Phone: (401) 232-6160
No. 14246 1 P

PASQUARELLA, Michael J.
Dean of Students
Johnson & Wales University
8 Abbott Park Place
Providence, RI 02903
Phone: (401) 456-1109
No. 12980 1 A

PASQUINI, Lawrence J.
Dean Student Services
Moraine Park Technical College
235 N. National Ave
Fond Du Lac, WI 54936
Phone: (414) 929-2132
No. 16982 4E V

PASTOOR, Robert A.
Vice President Student Affairs
Mount St. Mary's College
Emmitsburg, MD 21727
Phone: (301) 447-5274
No. 4208 2 P

PATCHETT, Donna
Asst to VP Student Services
Marymount University
2807 N. Glebe Road
Arlington, VA 22207
Phone: (703) 284-1613
No. 8551 3 P

PATERSON, Brent
Associate Director
Texas A&M University
110 YMCA Building
College Station, TX 77843-1257
Phone: (409) 845-3111
No. 5912 3 P

PATERSON, Janet W.
Asst. Dir.-Student Activities
Texas A&M University
Rm. 167 J.J. Koldus Bldg.
College Station, TX 77843-1236
Phone: (409) 845-1133
Fax: (409) 847-8854
No. 7121 3 P

PATITU, Carol Logan
Exec Asst to VP Student Affs
Miami University
113 Warfield Hall
Oxford, OH 45056
Phone: (513) 529-5526
No. 17555 4E P

PATNAIK, Deba P.
Area Program Director
Cornell Univ. - Campus Life
Community Development, RPCC
Ithaca, NY 14853
Phone: (607) 255-5533
Fax: (607) 255-2192
No. 21608 2 A

PATON, Valerie O.
Adjunct Assistant Professor
Univ of Southern California
1909 Whitehall Ct.
Simi Valley, CA 93065
Phone: (805) 526-5722
No. 7217 6 P

PATRY, Matthew J.
Dir. of Student Activities
Lyndon State College
Vail Hill
Lyndonville, VT 05851
Phone: (802) 626-9371
Fax: (802) 626-9770
No. 21049 1 P

PATTEN, Jeffrey
Dir Counseling/Int'l Students
Embry-Riddle Aeronautical Univ
3200 Willow Creek Rd
Prescott, AZ 86301
Phone: (602) 776-3774
No. 10789 6 P

PATTERSON, F. Folsom
Assistant Dean of Students
Scripps College
1030 Columbia Ave
Claremont, CA 91711-3914
Phone: (714) 621-1204
No. 15823 6 P

PATTERSON, G. Dean
Asst. VP for Student Affairs
Case Western Reserve Univ.
10900 Euclid Ave, 110 Yost
Cleveland, OH 44106-7060
Phone: (216) 368-2020
Fax: (216) 368-6957
E-mail: gdp2@po.cwru.edu
No. 21116 4E P

PATTERSON, Jana Lynn
Interim Dean of Student Affairs
Elon College
Box 2203
Elon College, NC 27244
Phone: (919) 584-2219
No. 869 3 V

PATTERSON, Randy
Hall Director
Texas Tech University
Box 41141
Lubbock, TX 79409
Phone: (806) 742-2645
Fax: (806) 742-2696
No. 21065 3 P

PATTERSON, Rodney
Asst. to the VP for Stu. Aff.
Michigan State University
153 Student Services Bldg.
E. Lansing, MI 48824
Phone: (517) 355-7535
Fax: (517) 336-2855
No. 14430 4E P

PATTERSON, Ty A.
Dean of Student & Inst Develop
Heart of Ozarks Tech Comm Coll.
1417 North Jefferson
Springfield, MO 65802
Phone: (417) 895-7132
Fax: (417) 895-7161
No. 20733 4W V

PATTILLO, Baker
Vice President-Univ. Affairs
Stephen F. Austin State Univ
P.O.Box 6101 SFA Station
Nacogdoches, TX 75962
Phone: (409) 568-2701
No. 2195 3 V

PATTON, Douglas A.
Dean for Student Development
County College of Morris
214 Center Grove Rd
Randolph, NJ 07869
Phone: (201) 328-5170
No. 2028 2 V

PATTON, Sandi
Counselor
North Harris College
2700 W. W. Thorne
Houston, TX 77073
Phone: (713) 443-5565
Fax: (713) 443-5402
No. 21837 3 A

PAUL, Charles E.
Asst. Residence Director
Keene State College
48 Butler Court
Keene, NH 03431
Phone: (603) 358-7046
No. 21618 1 S

PAUL, Joseph S.
Vice President-Student Affairs
Univ of Southern Mississippi
Box 5071 Southern Station
Hattiesburg, MS 39406
Phone: (601) 266-5020
Fax: (601) 266-5870
E-mail: joe_paul@bull.cc.usm.edu
No. 462 3 V

PAUL, Victoria
Asst Dir., Student ActivIties
University of Richmond
Tyler Haynes Commons
Richmond, VA 23173
Phone: (804) 289-8505
No. 17000 3 P

PAULIN, Travis R.
615 N. Dill Street Apt. #4
Muncie, IN 47303
Phone: (317) 287-8574
E-mail: 00trpaulin@leo.bsuvc.bsu.edu
No. 20905 4E S

PAULSELL, Karen L.
Indiana University
Box 140 Collins
Bloomington, IN 47406
Phone: (812) 857-0131
E-mail: kpaulsel@ucs.indiana.edu
No. 18742 4E S

PAULSEN, Ceil
Dir. McKenny Union/Univ. Conf.
Eastern Michigan University
212 McKenny Union
Ypsilanti, MI 48197
Phone: (313) 487-1313
No. 20425 4E P

PAVELA, Gary
Director/Judicial Programs
1882 Harcourt Avenue
Crofton, MD 21114
Phone: (301) 314-8204
No. 11604 2 A

PAVON, Octavio
Bolsa de Trabajo del ITESM
Av Eugenio Garza Sada 2501 Sur
Monterrey, Nuevo Leon
MEXICO 64849
No. 21777 3 S

PAYNE, Christopher
Asst. Dir. of Residence Life
University of NE at Kearney
1910 West 40th Street
Kearney, NE 68847
Phone: (308) 234-8155
No. 20688 4W P

PAYNE, Derrick N.
Quail Run, Rte. 18, Box 57
Charlottesville, VA 22901
Phone: (804) 978-2102
No. 20807 3 S

PAYNE, Gregg
Assistant Director
Parsons School Design/Engineer
66 Fifth Avenue
New York, NY 10011
Phone: (212) 229-8996
No. 20202 2 P

PAYNE, Hal D.
Vice President Student Affairs
SUNY College Buffalo
1300 Elmwood Avenue
Buffalo, NY 14222
Phone: (716) 878-4704
No. 18386 2 A

PAYNE, Sharon
Graduate Assistant
Texas A&M University
1400 Athens Drive
College Station, TX 77840
Phone: (409) 764-1133
No. 21290 3 S

PAYNE, Vernon
Director Univ. Rec. Programs
Western Michigan University
Gary Center, Recreations Off.
Kalamazoo, MI 49008
Phone: (616) 387-3763
No. 21231 4E P

PAYTON-HEWLETT, Marjorie A.
R F D #1 Box 77
Grand River, IA 50108
Phone: (515) 773-5355
No. 17494 4E S

PEAK, Scott
Assistant Director
Univ. Wisconsin-Milwaukee
3400 North Maryland
Milwaukee, WI 53211
Phone: (414) 229-4059
E-mail: PEAK@AUX.BFS.UWM.EDU
No. 20333 4E P

PEARIGEN, Robert W.
Dean of Men
University of the South
Sewanee, TN 37375
Phone: (615) 598-1229
No. 11481 3 P

PEARSON, Cate
Dir. of Campus Activities
Berea College
CPO 375
Berea, KY 40404
Phone: (606) 986-9341
No. 18328 3 P

PEARSON, Frances
Assistant Professor
Ohio University
208 McCracken Hall
Athens, OH 45701
Phone: (614) 593-1302
No. 7958 4E P

PEARSON, Helen Bruch
Dean for Community Life
Candler Sch of Theology
Bishops Hall, Emory University
Atlanta, GA 30322
Phone: (404) 727-0055
Fax: (404) 727-2915
No. 20851 3 P

PEARSON, Judith A.
Enrollment Management Coord
MGH Institute of Health Prof.
101 Merrimac Street
Boston, MA 02114
Phone: (617) 726-3140
No. 18590 1 P

PEARSON, Kathleen
Resident Director
Western Washington University
2901 Bill McDonald Pkwy #531
Bellingham, WA 98225
Phone: (206) 650-4927
No. 21026 5 S

PEARSON, Thomas S.
Acting Provost
Monmouth College
Cedar Avenue
West Long Branch, NY 07764
Phone: (908) 571-3405
No. 19867 2 P

PEARSON, Tina L.
Coord. Program & Judicial Aff.
Seton Hall University
64 Duffy Hall, 64 S. Orange Av
South Orange, NJ 07079
Phone: (201) 761-9197
Fax: (201) 761-9482
No. 14056 2 P

PEDERSON, Robert
Director
University of Maine
South Street/Human Dev. Ctr
Farmington, ME 04938
Phone: (207) 778-7000
No. 20262 1 P

PEEBLES, Lee
Academic Advisor/Counselor
New England Institute of Tech
2500 Post Rd/Off Stu Sppt Svs
Warwick, RI 02886
Phone: (401) 739-5000
Fax: (401) 738-5122
No. 15863 1 A

PEI, Nancy Hunter
Director-Student Development
Southern Illinois University
1010 W Kennicott
Carbondale, IL 62901
Phone: (618) 453-5714
No. 322 4E P

PELFREY, James E.
Graduate Assistant
SIU at Carbondale
106 1/2 S. Forest
Carbondale, IL 62901
Phone: (618) 549-8108
No. 19490 4E S

PELKOWSKI, Mary
Asst to Dean Student Life
St. John's University
Grand Central & Utopia Pkwys
Jamaica, NY 11439
Phone: (718) 990-6783
No. 19463 2 P

PELLETIER, Dennis
Dean-Student Services
University of Baltimore
1420 N Charles Street
Baltimore, MD 21201
Phone: (410) 625-3156
No. 3732 2 A

PELLISSIER, Bron
Associate Dean-Student Service
Cal State Univ-Long Beach
E. Library 107
Long Beach, CA 90840
Phone: (213) 498-4972
No. 1411 6 P

PELTON, M. Lee
Dean of the College
Dartmouth College
6003 Parkhurst Rm 111
Hanover, NH 03755-3529
Phone: (603) 646-3901
No. 299 1 V

PENDLETON, Cynthia J.
Dean of Students
Pfeiffer College
Student Affairs Office
Misenheimer, NC 28109
Phone: (704) 463-7343
No. 7538 3 V

PENFIELD, Gary
Vice President-Student Affairs
Rhode Island College
600 Mt Pleasant Avenue
Providence, RI 02908
Phone: (401) 456-8123
No. 4224 1 V

PENN, J. Roger
Assoc. VP & Dean of Students
Oregon State University
Corvallis, OR 97331
Phone: (503) 737-3661
No. 8454 5 P

PENN, Patrick
Dean Of Student Life
Oberlin College
109 Peters Hall
Oberlin, OH 44074
Phone: (216) 775-8462
No. 920 4E V

PENNER, Mary Ann
2025 Kenilworth Place
Louisville, KY 40205
Phone: (502) 451-5576
No. 10263 3 S

PENNEY, Sophie W.
122 West Street
Hanover, IN 47243
No. 4801 4E S

PENNINGTON, Cindy K.
Hall Director/Greek Advisor
Colorado College
14 E. Cache La Poudre
Colorado Springs, CO 80903
Phone: (719) 389-6618
Fax: (719) 389-7258
No. 17019 4W P

PENNINGTON, Karen L.
VP-Student/Campus Life
SUNY - College at Geneseo
1 College Circle
Geneseo, NY 14454-1470
Phone: (716) 245-5618
Fax: (716) 245-5729
E-mail: PENNINGK@SGENVA.
CC.GENESEO.EDU
No. 9529 2 A

PENNINGTON, William D.
Special Asst. to the VP
The Univ. Center at Tulsa
700 N. Greenwood Avenue
Tulsa, OK 74106-0700
Phone: (918) 586-0711
Fax: (918) 592-9694
No. 21698 4W P

PEOPLES, Gregory A.
Assoc. Dean of Students
Eastern Michigan University
203 Goodison Hall
Ypsilanti, MI 48197
Phone: (313) 487-3118
No. 18133 4E P

PEPER, Christye
Career Counselor
Cal State Univ-Sacramento
136 Hartnell Place
Sacramento, CA 95825
Phone: (916) 278-6231
No. 11659 6 P

PEPIN, Keith
16 Forest Drive
Bedford, NH 03110
No. 21056 1 P

PEPIN, Phyllis A.
Associate Director
U of New Mexico-Valencia
280 La Entrada
Los Lunas, NM 87031
Phone: (505) 865-9667
No. 8366 4W V

PERAINO, Tim
Resident Director
Marian College
3200 Cold Spring
Indianapolis, IN 46222
Phone: (317) 929-0360
No. 20919 4E S

PERESS, Kenneth
Associate Dean of Students
Susquehanna University
Selinsgrove, PA 17870
Phone: (717) 372-4138
E-mail: peress@einrdeia.s
No. 11039 2 P

PEREZ, Larry
Residence Director
University of San Diego
5989 San Dimas Ave L-115
San Diego, CA 92111
Phone: (619) 260-4779
No. 14988 6 S

PEREZ, Michelle
446 Conradi St. C103
Tallahassee, FL 32304
Phone: (904) 644-5478
No. 21277 3 S

PEREZ, Rueben D.
Dir. Stu. Organizations & Act.
Emporia State University
1200 Commercial St. Box 4065
Emporia, KS 66801-5087
Phone: (316) 341-5481
Fax: (316) 341-5844
No. 18290 4W P

PEREZ-JENSEN, Gloria
Specialist/Counselor
Weber State University
Ogden, UT 84408-2114
Phone: (801) 626-6082
Fax: (801) 626-6620
No. 20467 5 P

PERGOLIS, Robert
10 Meritoria Dr
East Williston, NY 11596-2036
Phone: (516) 248-0135
No. 15339 2 S

PERIGO, Donald
Ombudsman
University of Michigan
3000 Michigan Union
Ann Arbor, MI 48109-1349
Phone: (313) 763-3545
No. 19759 4E P

PERKA, Penny L.
Assistant Director
New Mexico State University
Box 30004/Dept. CC
Las Cruces, NM 88003-0004
Phone: (505) 646-3235
Fax: (505) 646-5596
No. 21683 4W P

PERKINS, Carolyn
Dean of Students
Grand View College
1200 Grandview Avenue
Des Moines, IA 50316
Phone: (515) 263-2890
No. 978 4E V

PERKINS, Leslie L.
Grad. Asst. Off. Diversity Svs
Radford University
1200 Downey Street
Radford, VA 24141
Phone: (703) 831-5765
No. 21904 3 S

PERKINS, Martha
Career Advisor
Plymouth State College
Career Development Office
Plymouth, NH 03264
Phone: (603) 535-2336
No. 20785 1 P

PERKINS, Robert J.
Director - Student Development
Alma College
614 W. Superior Street
Alma, MI 48801
Phone: (517) 463-7225
E-mail: in%"perkins@almna
No. 7174 4E P

PERKINS, Ruth
Interim Director, Student Life
Univ of Houston-Clear Lake
2700 Bay Area Blvd Box 198
Houston, TX 77058
Phone: (713) 283-2560
No. 19209 3 P

PERL, Emily
129 Westway #103
Greenbelt, MD 20770
Phone: (301) 220-3012
No. 19252 2 S

PERNICK, Maureen E.
Asst Director/Career Center
Canisius College
2001 Main Street
Buffalo, NY 14208
Phone: (716) 888-2475
E-mail: PERNICK@CANISUIS
No. 12301 2 P

PERNOTTO, Dennis A.
Assistant Professor
Louisiana State University
PO Box 33932
Shreveport, LA 71130
Phone: (318) 674-5469
No. 20152 3 P

PERRIN, Ralph W.
Dean of Student Affairs
Loma Linda University
11139 Anderson St Room 102
Loma Linda, CA 92354
Phone: (909) 824-4510
Fax: (909) 824-4879
No. 18804 6 A

PERRY, Anthony T.
308 Merriman Rd
Louisville, KY 40207
Phone: (502) 897-1091
No. 18828 3 S

PERRY, Betty J.
Dean of Student Affairs
Fort Lewis College
170 Berndt Hall/1000 Rim Drive
Durango, CO 81301
Phone: (303) 247-7331
Fax: (303) 247-7680
No. 7725 4W V

PERRY, Carlton A.
Dean of Students
Becker College
61 Sever Street Box 15071
Worcester, MA 01615-0071
Phone: (508) 791-9241
Fax: (508) 831-7505
No. 2202 1 V

PERRY, J. Marcellus
University of WI - Milwaukee
2929 North Farwell Avenue
Milwaukee, WI 53211
No. 20558 4E H

PERRY, Leonard
Assoc. Dean of Student Life
Brown University
Box P
Providence, RI 02912
Phone: (401) 863-2580
No. 10197 1 P

PERRY, Marva
Dean of Students
Wheelock College
200 The Reuerway
Boston, MA 02215
Phone: (617) 734-5200
No. 10373 1 V

PERRY, Mary-Elaine
Director, Community Dev Svcs
Trenton State College
Hillwood Lakes CN 4700
Trenton, NJ 08650-4700
Phone: (609) 771-2702
No. 4149 2 P

PERRY, Walter W.
Assoc. Dir. Campus Activities
Rider College
2083 Lawrenceville Road
Lawrenceville, NJ 08648
Phone: (609) 896-5327
No. 14304 2 P

PERRY, William R.
Associate Dean of Students
Cal State Univ-Bakersfield
9001 Stockdale Highway
Bakersfield, CA 93311-1099
Phone: (805) 664-3035
No. 11457 6 P

PETERS, Cherise
Dean of Students
DeVry Institute of Technology
250 N. Arcadia Ave
Decatur, GA 30030
Phone: (404) 292-7900
No. 17342 3 A

PETERS, Chester
Vice President Student Affairs
Kansas State University
3140 Bermuda Lane
Manhattan, KS 66502
Phone: (913) 537-2632
No. 10712 4W H

PETERS, Donald C.
Vice Chancellor-Student Affair
University of Mississippi
200 Lyceum
University, MS 38677
Phone: (601) 232-5050
No. 5155 3 V

PETERS, J. Lee
Dean of Student Life
Weber State University
Ogden, UT 84408-2101
Phone: (801) 626-6978
Fax: (801) 626-7268
No. 6492 5 P

PETERS, Thomas B.
Dir of Graduate Records
University of Connecticut
Box U-6-B, Univ of Conn.
Storrs, CT 06269-1006
Phone: (203) 486-3614
No. 127 1 P

PETERSEN, Erika
5890 Bandolero Drive Apt. 3048
El Paso, TX 79912
Phone: (915) 747-5670
E-mail: EZ34@UTEP.BITNET
No. 20473 3 S

PETERSEN, Rodney J.
335 Paddington Road
Baltimore, MD 21212
Phone: (410) 323-5134
Fax: (301) 314-9992
E-mail: Rodney@OHRP.umd.edu
No. 10385 2 P

PETERSEN, Stephen H.
Vice President-Student Affairs
Central Missouri State Univ
Student Affairs, Adm 214
Warrensburg, MO 64093
Phone: (816) 543-4114
No. 1032 4W V

PETERSON, Cecily M.
Area Coordinator
Smith College
Box 7057
Northampton, MA 01063
Phone: (413) 585-2234
No. 14837 1 A

PETERSON, Jacqueline
Vice President Student Affairs
Pitzer College
1050 N Mills Avenue
Claremont, CA 91711
Phone: (909) 621-8241
No. 903 6 V

PETERSON, Marvin
Director
SIUE - Box 1154
Rape & Sexual Abuse Care Ctr.
Edwardsville, IL 62026
Phone: (618) 692-2197
No. 21753 4E P

PETERSON, Nancy D.
Residence Hall Manager
New York University
33 Washington Square W. #16U
New York, NY 10011
Phone: (212) 995-3076
E-mail: peterson@acfclust
No. 14798 2 P

PETERSON, Sherryl H.
VP - Public & Student Affairs
Western State College
Taylor Hall, Room 222
Gunnison, CO 81231
Phone: (303) 943-2011
No. 363 4W V

PETERSON, Wendy Jo
Coordinator
Washington State University
A.E. McCartan Suite
Pullman, WA 99164-1724
Phone: (509) 335-4242
No. 20265 5 P

PETRAK, Gerry
Asst. Dir.-Stu. Org. & Ld. Dev
Wright State University
186U Student Union
Dayton, OH 45435
Phone: (513) 873-5570
No. 10057 4E P

PETREVSKA, Zivka
NIU Stu. Volunteer Corps Coord
Northern Illinois University
512 College Avenue
DeKalb, IL 60115
Phone: (815) 758-3136
No. 21075 4E S

PETRICK, E. Joseph
Assoc Dean Student Affairs
New England College
4 Longview Dr
Henniker, NH 03242
Phone: (603) 428-2241
No. 12981 1 P

PETTAY, Robert
Lot 50 Chad Place
Manhattan, KS 66502
Phone: (913) 537-3238
No. 20234 4W S

PETTY, Daniel W.
Dean of Students
Florida College
119 Glen Arven Avenue
Temple Terrace, FL 33617
Phone: (813) 988-5131
Fax: (813) 899-6772
No. 1335 3 V

PETTY, E. James
Vice President-Student Affairs
Clarke College
1550 Clarke Drive
Dubuque, IA 52001
Phone: (319) 588-6313
Fax: (319) 588-6789
No. 7226 4E V

PETTY, Jane
Asst Dir., Activity Fee Mgmt.
Indiana Univeristy
815 W. Michigan Street
Indianapolis, IN 46202-5164
Phone: (317) 274-3931
No. 17677 4E P

PETTY, M.L.
Dean For Student Development
Mississippi Univ for Women
P.O. Box W-1624
Columbus, MS 39701
Phone: (601) 329-7350
No. 456 3 V

PEZO-SILVA, Armando
Director
Cal Polytech State University
Student Academic Services
San Luis Obispo, CA 93407
Phone: (805) 756-2301
No. 8004 6 P

PFEIFER, Diane
11000 Albion Drive
Thornton, CO 80233
Phone: (303) 451-0640
No. 18705 4W S

PFURSICH, Fred
Dean of Enrollment Services
Whitworth College
300 W. Hawthorne
Spokane, WA 99251
Phone: (509) 466-3212
No. 16920 5 A

PHARR, Joan
Student Development Coord
Dona Ana Branch Comm. College
Box 30001 Dept 3DA
Las Cruces, NM 88003-0001
Phone: (505) 527-7539
No. 19052 4W P

PHELPS, Christine E.
Assistant Professor
Eastern Michigan University
13 Boone Hall
Ypsilanti, MI 48197
Phone: (313) 487-0255
E-mail: LDC_Phelps@Laurel.emich.edu
No. 14322 4E P

PHELPS, Gary D.
Dean of Student Affairs
William Jewell College
500 College Hill
Liberty, MO 64068-1896
Phone: (816) 781-7700
No. 18531 4W P

PHELPS, Karen A.
Coord. ADA Compliance
SUNY College Brockport
Allen Admin Bldg 6th Floor
Brockport, NY 14559
Phone: (716) 395-5409
No. 21108 2 P

PHELPS, S. Constance
Dean of Students
Saint Mary College
4100 S. 4th Traffic Way
Leavenworth, KS 66048-5082
Phone: (913) 682-5151
No. 12232 4W V

PHILIS, William L.
Associate Director Housing
Southern Connecticut State U
320 Fitch St Schwartz Hall
New Haven, CT 06515
Phone: (203) 397-4442
No. 20365 1 P

PHILLIBEN, Kathryn
Asst Dean of Students
Canisius College
2001 Main Street
Buffalo, NY 14208
Phone: (716) 888-2220
No. 9241 2 P

PHILLIPPE, Eugene J.
Dean of Students
Willmar Community College
P.O. Box 797
Willmar, MN 56201
Phone: (612) 231-5106
Fax: (612) 231-6602
No. 21061 4E A

PHILLIPS, Barbara A.
Associate Dean of Students
Austin Peay State University
P.O. Box 4757 APSU
Clarksville, TN 37044
Phone: (615) 648-7341
No. 12736 3 P

PHILLIPS, Dianna G.
372 Crosby Ave
Kenmore, NY 14217
Phone: (716) 873-5123
No. 17164 2 S

PHILLIPS, Kay D.
Asst Dir Student Activities
Augusta College
2500 Walton Way
Augusta, GA 30904-2200
Phone: (706) 737-1609
Fax: (706) 667-4156
No. 11943 3 P

PHILLIPS, Leslee
Director of Student Activities
Midwestern State University
3410 Taft Blvd
Wichita Falls, TX 76308
Phone: (817) 692-6611
No. 4566 3 P

PHILLIPS, Mari Anne
Dean of Student Life
Cottey College
1000 W. Austin
Nevada, MO 64772
Phone: (417) 667-8181
Fax: (417) 667-8103
No. 9482 4W V

PHILLIPS, Matthew
Orton Residence Hall Director
Washington State University
P.O. Box 2485-CS
Pullman, WA 99164
Phone: (309) 298-3503
E-mail: PHILLIPM@WSUVM1.CSC.WSU.EDU
No. 17174 5 P

PHILLIPS, Sheryl J.
VP of Student Services
Westminster College, SLC
1840 So. 1300 E.
Salt Lake City, UT 84105
Phone: (801) 488-4103
Fax: (801) 466-6916
No. 20917 5 V

PHILLIPS, Suzanne J.
Assistant Dean
Indiana University
Franklin Hall 206
Bloomington, IN 47405
Phone: (812) 855-5400
No. 8618 4E P

PHILLIPS, Timothy P.
Ass't Dir Residence Life
Saint Louis University
3630 West Pine Blvd
St. Louis, MO 63108
Phone: (314) 658-3045
No. 20206 4W P

PHILLIPS, Wendie
Director of Undergrad Programs
Albers School/Seattle Univ.
Broadway and Madison
Seattle, WA 98122
Phone: (206) 296-5790
Fax: (206) 296-5795
E-mail: wphillip@back.seattleu.edu
No. 18926 5 P

PHILPOT, Peggy C.
4209 College Main
Bryan, TX 77801
Phone: (409) 845-1341
No. 21507 3 S

PHILPOTT, Sharilyn
Asst. Director Residence Life
Western New England College
28 L Park Lane
Springfield, MA 01119
Phone: (413) 782-1317
No. 19177 1 P

PIATT, James A.
Systems Programmer
Central Missouri State Univ
HUM Room 208
Warrensburg, MO 64093
Phone: (816) 543-4279
Fax: (816) 543-4959
E-mail: PIATT@CMSUVMB.CMSU.EDU
No. 18610 4W P

PICARD, Robin
Director Student Activities
Hampshire College
Amherst, MA 01002
Phone: (413) 549-4600
No. 21158 1 P

PICCOLA, Bobbie
Acting Director
Cal Polytech State University
Career Center,3801 W. Temple
Pomona, CA 91768
Phone: (714) 869-2345
No. 15553 6 P

PICCOLO, Nicholas A.
Dean of Student Affairs
Albertson College of Idaho
2112 Cleveland Blvd
Caldwell, ID 83605-9990
Phone: (208) 459-5508
No. 10531 5 V

PICKARD, Darrell
Acad. Advisor/Grad. Asst.
1005 Foster Avenue, #B
College Station, TX 77840
Phone: (409) 862-2092
No. 20328 3 S

PICKERING, Allen
Dean of Students
Lincoln College
300 Keokuk
Lincoln, IL 62656
Phone: (217) 732-3155
No. 6638 4E V

PIERCE, Melody
Director Student Life
Univ of the Virgin Islands
#2 John Brewers Bay
St. Thomas, VI 00802-9990
Phone: (809) 776-9200
No. 18952 3 P

PIEROG, John
Vice President-Student Affairs
Broome Community College
P.O. Box 1017
Binghamton, NY 13902
Phone: (607) 778-5013
No. 2240 2 V

PIERRE, Kristine
Assoc. Director
Cal State Univ-Fullerton
Office of Student Life
Fullerton, CA 92634
Phone: (714) 773-3211
Fax: (714) 449-5300
E-mail: kpierre@fullerton.edu
No. 4779 6 P

PIERSON, Tim J.
Dean of Students
Longwood College
201 High St.
Farmville, VA 23909-1899
Phone: (703) 395-2000
No. 5523 3 P

PIERSON-HUBENY, Dorothy
Dean of Students
Naugatuck Valley Comm Tech
750 Chase Parkway
Waterbury, CT 06708
Phone: (203) 575-8081
No. 11760 1 V

PIETROVITO, James
Dean- Community Education
New Hampshire Tech College
1066 Front Street
Manchester, NH 03102-8518
Phone: (603) 668-6706
No. 32 1 V

PIKE, Harry
VP for Student Services
Lake Superior State University
Center For Student Services
Sault Ste Marie, MI 49783
Phone: (906) 635-2684
No. 7745 4E V

PIKIELL, Joan F.
Director Residence Life
St. Anselm College
100 St. Anselm Drive Box 1731
Manchester, NH 03102-1310
Phone: (603) 641-7600
No. 21168 1 P

PILGER, Keith
511 W. Adams
Washington, IL 61571
Phone: (309) 444-4259
No. 20227 4E S

PILLOW, Monique Y.
Asst. Dean of Students
Bellarmine College
2001 Newburg Road
Louisville, KY 40205-0671
Phone: (502) 452-8304
Fax: (502) 451-3766
No. 21426 3 P

PINE, Karey Tompkins
Dir., Residential Education
William Smith College
Dean's Office/Smith Hall
Geneva, NY 14456
Phone: (315) 781-3467
Fax: (315) 781-3303
No. 21387 2 P

PINKINS, Gerome
Resident Hall Manager
New York University
5-11 University Place Apt 202
New York, NY 10003
Phone: (212) 995-3044
No. 20180 2 S

PINNAU, Peggy Tiffin
Asst to the VC of Student Aff
University of Illinois-Chicago
601 S. Morgan St RM 2712
MC600
Chicago, IL 60607-7127
Phone: (312) 996-3943
Fax: (312) 996-3111
E-mail: 426662@UIC.VM
No. 19024 4E P

PIPER, Terry D.
Director of Residence Life
Univ of Nevada-Las Vegas
1529 Silandro Drive
Las Vegas, NV 89117
Phone: (702) 895-3489
No. 8797 5 P

PIPKIN, Priscilla
Texas Tech University
HC 34-200-48
Midland, TX 79701
Phone: (915) 685-1358
No. 21885 3 S

PIRRELLO, Joseph J.
Director Residence Life
Manhattan College
Manhattan College Parkway
Riverdale, NY 10471
Phone: (212) 920-0932
No. 14117 2 P

PITAKANON, Ua-aree
1408 S. Brook Street
Louisville, KY 40208-2008
Phone: (502) 636-5096
E-mail: UAPITA01 @ULKYVM
No. 15712 3 S

PITRE, Mona
Counselor, Minority Affairs
Seattle University
Broadway & Madison
Seattle, WA 98122
Phone: (206) 296-6070
No. 20337 5 P

PITTMAN, Donna Teresa
Graduate Assistant
Univ. of NC at Greensboro
Box 26050 Greensboro College
Greensboro, NC 27420
Phone: (919) 272-7102
No. 20686 3 S

PIZZORNO, Joseph E.
President
Bastyr College
144 NE 54th
Seattle, WA 98105
Phone: (206) 523-9585
No. 10366 5 P

PLAKSA, Joseph
Assistant Director Housing
Princeton University
MacMillian Building
Princeton, NJ 08544
Phone: (609) 258-3460
No. 15577 2 P

PLANTE, Elizabeth G.
Coord. - ASAP
Univ. of Northern Colorado
Gordon Hall
Greeley, CO 80639
Phone: (303) 351-1490
Fax: (303) 351-1246
No. 21719 4W P

PLATT, Stuart
1901 E. Iliff
Denver, CO 80210
Phone: (303) 871-3364
No. 20891 4W S

PLAUT, Nicole F.
Asst. Hall Director
Eastern Michigan University
Walton AHD
Ypsilanti, MI 48197
Phone: (313) 487-0415
No. 19882 4E S

PLETCHER, Jill M.
Director, Career Services
Wichita State University
1845 N. Fairmount Box 42
Wichita, KS 67260-0042
Phone: (316) 689-3435
Fax: (316) 689-3770
E-mail: PLETCHER@TWSUVM.
UC.TWSU.EDU
No. 12275 4W P

PLEUS, Adrian
584 North Milledge Avenue
Athens, GA 30601
Phone: (706) 354-1155
No. 18202 3 S

PLUMETTI, Lisa D.
Asst. Director-Student Life
Loyola Marymount University
7101 W. 80th Street
Los Angeles, CA 90045
Phone: (213) 338-2877
No. 15923 6 P

PLUMMER, Judith F.
Director of Student Activities
King's College
133 North River Street
Wilkes-Barre, PA 18711
Phone: (717) 826-5966
No. 11419 2 P

PLUSQUELLEC, Kenneth
Dean of Students
College of Wooster
Galpin Hall
Wooster, OH 44691
Phone: (216) 263-2011
Fax: (216) 263-2594
No. 2769 4E V

PODOLSKE, Diane L.
34 N. Highland Avenue
New Ulm, MN 56073
Phone: (507) 354-3726
No. 18627 4E S

POERTNER, Rudolf
Director
Studenkuwerk Dresden
Fritz-Loeffler Str 18, 01069
Dresden GERMANY
Phone: (351) 469-7845
Fax: (351) 469-7827
No. 21420 1 A

POGGENBURG, David
Resident Assistant
Regis University
Box 482 3333 Regis Blvd.
Denver, CO 80221-1099
Phone: (303) 964-5061
No. 21520 4W S

POHL, Loralee
VP Student Services
Texas Wesleyan University
1201 Wesleyan
Fort Worth, TX 76105-1536
Phone: (817) 531-4859
No. 2724 3 V

POHLMEIER, Janet
3 Hilltop Court
Louisville, KY 40214
Phone: (502) 852-8909
No. 21500 3 S

POINDEXTER, Michael
V.P. of Student Services
Community College of Denver
PO Box 173363 Campus Box 200
Denver, CO 80217-3363
Phone: (303) 556-2413
No. 8152 4W V

POINDEXTER, Starletta Barber
Director, Multicultural Affairs
Hamline University
1536 Hewitt PO Box 1659
St. Paul, MN 55104
Phone: (612) 641-2423
Fax: (612) 641-2956
E-mail: spoindex@seq.hamline.edu
No. 21110 4E P

POIRIER, Jacqueline
College Counselor
New Hampshire Tech College
505 Amherst St
Nashua, NH 03061-2052
Phone: (603) 882-6923
Fax: (603) 882-8690
No. 80536 1 P

POLCARI, Michael
Area Coordinator
Quinnipiac College
Residential Life
Hamden, CT 06518
Phone: (203) 281-8798
No. 19150 1 P

POLDING, Brian E.
Asst. Dean of Students
University of New Mexico
280 Student Services Center
Albuquerque, NM 87131
Phone: (505) 277-3361
Fax: (505) 277-0370
E-mail: polding@BOOTES.UNM.
EDU
No. 11963 4W P

POLICELLO, Sharon M.
Director Campus Activities
Ithaca College
953 Danby Road
Ithaca, NY 14850
Phone: (607) 274-3222
No. 19243 2 P

POLK, Curtis
Race Relations Counselor
Univ. of Texas at Austin
Dean of Stu. Off./PO Box 7849
Austin, TX 78713-7849
Phone: (512) 471-1205
No. 21896 3 P

POLL, Michael
Director of Campus Life
St. John Fisher College
3690 East Ave
Rochester, NY 14618
Phone: (716) 385-8229
No. 9563 2 P

POLLARD, Marc A.
Long Island Univ. - Brooklyn
1 University Plaza
Brooklyn, NY 11201
Phone: (718) 488-1046
Fax: (718) 237-4583
No. 21875 2 A

POLLETT, Mark
Dir. of Community Education
Central Texas College
PO Box 1800
Killeen, TX 76540-9990
Phone: (817) 526-1206
No. 18701 3 A

POLLOCK, Charles
Dean Enrollment Management
Western New England College
1215 Wilbraham Road
Springfield, MA 01119
Phone: (413) 782-1233
E-mail: CPOLLOCK@WNEC
No. 1982 1 P

POMERANTZ, Norleen K.
Assistant Vice President
Northern Kentucky University
University Center 336
Highland Heights, KY 41099-7200
Phone: (606) 572-5347
Fax: (606) 572-6996
No. 8487 3 P

POMERENKE, William A.
Hall Director
University of Connecticut
Box U-143, Gilbert Rd. Complex
Storrs, CT 06269
Phone: (203) 486-5311
No. 17991 1 P

POOL, Rodger A.
Assc VC - Educational Affairs
Dallas Co. Community College
701 Elm
Dallas, TX 75202
Phone: (214) 746-2453
No. 6130 3 V

POOLE, Cary F.
Associate Dean Students
Mars Hill College
Mars Hill, NC 28754
Phone: (704) 689-1122
No. 21242 3 P

POOLE, John
Director Student Services
Univ. of Wisconsin Centers
1200 Highway 14 West
Richland, WI 53581
Phone: (608) 647-6186
No. 21203 4E P

POOLE, Sherilyn W.
Assoc. Provost for Stu. Devel.
The University of Tulsa
600 S. College
Tulsa, OK 74104-3189
Phone: (918) 631-3209
Fax: (918) 631-3187
E-mail: sdev_sp@vax1.UTulsa.edu
No. 20437 4W P

POON, Tracy
Director of Student Activities
Mount St. Mary's College
12001 Chalon Road
Los Angeles, CA 90049
Phone: (310) 471-9507
No. 20447 6 P

POPE, Raechele L.
Assistant Professor
Teachers College-Columbia Univ
Box 101 525 W. 120th St
New York, NY 10027
Phone: (212) 678-3750
E-mail: rlp12@columbia.edu
No. 19863 2 P

POPIELARSKI, Thomas
Associate Dean of Students
DeVry Institute of Technology
479 Green Street
Woodbridge, NJ 07095-1489
Phone: (201) 634-3460
No. 14198 2 A

PORTER, Cary
Associate Dean of Students
U of California-Los Angeles
405 Hilgard Avenue
Los Angeles, CA 90024-1415
Phone: (310) 825-3871
No. 10529 6 P

PORTER, Cindy Long
Director of Residence Life
Purchase Coll. St. Univ. of NY
735 Anderson Hill Road
Purchase, NY 10577-1400
Phone: (914) 251-6326
No. 11200 2 P

PORTER, Edgar A.
Dir Student Academic Services
University of Hawaii-Manoa
Moore Hall 315, H.A.P.Studies
Honolulu, HI 96822
Phone: (808) 956-2699
No. 17391 6 P

PORTER, J. Davidson
Assoc. Dir.-Student Activities
Metro State College of Denver
Campus Box 39, P.O. Box 173362
Denver, CO 80217-3362
Phone: (303) 556-2595
Fax: (303) 556-2596
No. 20419 4W P

PORTER-TIBBETTS, Sarah
Dir of Stu Aff/Sch of Nursing
Oregon Health Sciences Univ.
3181 S.W. Sam Jackson Park Rd.
Portland, OR 97201-3098
Phone: (503) 494-3657
Fax: (503) 494-4350
E-mail: porterts@ohsu.edu
No. 21648 5 P

PORTEUS, Ann W.
Acting Co-Dir. of Res. Ed.
Stanford University
306 Old Union
Stanford, CA 94305
Phone: (415) 725-2800
Fax: (415) 725-6227
E-mail: Ann.Porteus@forsythe.stanford.edu
No. 21012 6 P

POSENER, Paul D.
Residence Hall Director
SUNY College Fredonia
Eisenhower Hall Director
Fredonia, NY 14063
Phone: (716) 673-3352
No. 19030 2 P

POSEY, Michael W.
Asst - Staffing & Programming
The University of Toledo
100 Dowd Hall-Student Housing
Toledo, OH 43606
Phone: (419) 872-2329
Fax: (419) 537-2942
E-mail: MPOSEY@UOFTOL.EDU
No. 20773 4E S

POSNER, Kenneth J.
Director, Residential Life
Rollins College
1000 Holt Avenue 2737
Winter Park, FL 32789
Phone: (407) 646-2649
Fax: (407) 646-1504
No. 19168 3 P

POSSEHL, DeAnn
Director of Residence Life
Univ of Wisconsin-Parkside
4019 Outer Loop Rd.
Kenosha, WI 53406
Phone: (414) 595-2320
Fax: (414) 595-2202
No. 14412 4E P

POST, Kirsten
Illinois State University
P.O. Box 715
Normal, IL 61761
Phone: (309) 436-9574
No. 15822 4E P

POTTER, David H.
Assistant Director
Carnegie Mellon University
1060 Morewood Ave
Pittsburgh, PA 15213-3890
Phone: (412) 268-2139
No. 15520 2 P

POTTER, Terri
Assoc. Director College Union
Plymouth State College
Plymouth, NH 03264
Phone: (603) 535-2375
No. 19827 1 P

POTTS, Billye Marie
Asst Dir Student Organizations
Lamar University-Beaumont
PO Box 10018
Beaumont, TX 77710
Phone: (409) 880-8739
Fax: (409) 880-2269
No. 17444 3 P

POWELL, Jeffrey
Residence Hall Director
University of Connecticut
U-143
Storrs, CT 06269
Phone: (203) 486-4842
E-mail: RYAN5@UCONNVM.UCONN.EDU
No. 15495 1 P

POWELL, Myrtis H.
Vice President-Student Affairs
Miami University
113 Warfield Hall
Oxford, OH 45056
Phone: (513) 529-1877
No. 606 4E V

POWELL, Nina
Program Coordinator
The Evergreen State College
Library 3226
Olympia, WA 98505
Phone: (206) 866-6000
E-mail: powelln@elwha.evergreen.edu
No. 21694 5 P

POWELL, Patty T.
VP for Student Services
Volunteer State Community Coll.
Nashville Pike
Gallatin, TN 37066
Phone: (615) 452-8600
No. 7517 3 V

POWELL, Theresa A.
Vice President-Student Affairs
Western Michigan University
1201 Oliver Street
Kalamazoo, MI 49008-5075
Phone: (616) 387-2152
Fax: (616) 387-2554
E-mail: theresa.powell@wmich.edu
No. 528 4E V

POWELL, Thomas
VP for Student Life
Graceland College
700 College Avenue
Lamoni, IA 50140
Phone: (515) 784-5106
Fax: (515) 784-5480
No. 7700 4E V

POWELL, William B.
Resident Director
Appalachian State University
Box 5511 ASU
Boone, NC 28608
Phone: (704) 262-8192
No. 21409 3 S

POWERS, Denise
Res. Dir./Learning Assistance
Alfred University
Alfred CPO Box 5921
Alfred, NY 14802
Phone: (607) 871-3229
E-mail: POWERSDM@ALFREDU
No. 19810 2 S

POWERS, III, Joshua B.
Assistant Director/Programs
University of Virginia
4th Floor - Newcomb Hall
Charlottesville, VA 22904
Phone: (804) 924-3286
No. 14984 3 P

POWERS, Peter
Dean of Students
Mitchell College
437 Pequot Avenue
New London, CT 06320
Phone: (203) 443-2811
Fax: (203) 437-0632
No. 11334 1 V

POWERS, Richard J.
Dean of Students
Wheaton College
501 E College Ave
Wheaton, IL 60187-5593
Phone: (708) 752-5022
No. 7924 4E A

POWERS, Susan M.
Doctoral Candidate
University of Virginia
2520 Woodland Drive
Charlottesville, VA 22903
Phone: (804) 293-5076
E-mail: Sp2q@Virginia.Edu
No. 20426 3 S

POWERS, Wendy
Residence Hall Director
Drake University
2842 Forest Avenue
Des Moines, IA 50311
Phone: (515) 271-2468
Fax: (515) 271-4711
No. 18864 4E P

PRAGER, Mary Ann Cummins
Exec to Asst to VP Stu Affairs
Cal State Univ-Northridge
18111 Nordhoff St
Northridge, CA 91330-8239
Phone: (818) 885-2391
No. 17501 6 P

PRANGE, Cynthia A.
PO Box 4291
Mankato, MN 56002-4291
Phone: (507) 387-2449
No. 16010 4E S

PRATT, Edward
Dean of Students
University of S.W. Louisiana
USL, Box 43970
Lafayette, LA 70504
Phone: (318) 231-6000
Fax: (318) 231-6195
No. 14567 3 A

PREGLIASCO, Bridgette
Asst to VP-Student Affairs
University of Louisville
Rm. 203 Grawemeyer Hall
Louisville, KY 40292
Phone: (502) 852-6933
Fax: (502) 852-5844
E-mail: BOPREGO1@ULKYVM.
LOUISVILLE.EDU
No. 6691 3 P

PRESLEY, Cheryl L.
Asst VP Student Affairs
Colorado State University
201 Administration Bldg
Fort Collins, CO 80523
Phone: (303) 491-5312
No. 14876 4W P

PRESTON, Frederick
Vice President-Student Affairs
SUNY Stony Brook
Student Affairs Office
Stony Brook, NY 11794
Phone: (516) 632-6700
No. 2716 2 V

PRESTON, J. Michael
Vice President-Student Affairs
Wofford College
Student Affairs Office
Spartanburg, SC 29303
Phone: (803) 597-4040
No. 2768 3 V

PRESTON, Judith
Coordinator of Greek Life
University of Connecticut
2110 Hillside Rd,Box U8GK
Storrs, CT 06269-3008
Phone: (203) 486-5173
Fax: (203) 486-4484
No. 15718 1 P

PREVOST, Fernand
Directeur/Svcs aux etudiants
Universite du Quebec a Hull
C.P. 1250, succursale B
Hull Quebec J8X 3X7
Phone: (819) 773-1681
No. 14230 1 A

PRICE, Doris
Asst VP for Student Affairs
Prairie View A&M University
PO Box 2804
Prarie View, TX 77446
Phone: (409) 857-2694
No. 18725 3 A

PRICE, Jerry
Director of Student Life
Drake University
2507 University Avenue
Des Moines, IA 50311
Phone: (515) 271-3711
E-mail: JP1551S%ACAD@ACAD.
DRAKE.EDU
No. 10665 4E P

PRICE, Jon K.
Student Activities Advisor
Texas A&M University
163 JJK Building
College Station, TX 77843-1236
Phone: (409) 845-1133
Fax: (409) 847-8854
No. 19682 3 P

PRICE, Kevin S.
Area Coordinator
Univ of Nevada-Reno
P.O. Box 13239
Reno, NV 89507
Phone: (702) 784-1815
Fax: (702) 784-1149
No. 19300 5 P

PRIESMAN, A.J.
Student Services
Bowling Green State University
BGSU #425
Bowling Green, OH 43403-0001
Phone: (419) 372-8379
No. 18416 4E S

PRIGAL, Helena
Director of Student Services
NYU School of Law
57 Worth Street
New York, NY 10013
Phone: (212) 431-2318
No. 7350 2 V

PRIME, Marilyn S.
Director Perkins Student Ctr
University of Delaware
109 Student Center
Newark, DE 19716
Phone: (302) 831-1036
Fax: (302) 831-6336
No. 6490 2 P

PRINCE, Laurie A.
Coordinator New Student Progs
Seattle University
Broadway and Madison
Seattle, WA 98122
Phone: (206) 296-6033
No. 16937 5 P

PRINCE-OLUYEDE, Patrice
Dir. of Student Activities
Spelman College
350 Spelman Lane SW Box 343
Atlanta, GA 30314
Phone: (404) 223-7521
Fax: (404) 223-1476
No. 20339 3 P

PRITCHARD, Laura
621 Linwood Avenue
Buffalo, NY 14209
Phone: (716) 885-5751
No. 20783 2 S

PROITE, Rosanne
Associate Director
University of Illinois
300 Clark Hall; 1203 S. Fourth
Champaign, IL 61820
Phone: (217) 333-0770
No. 12082 4E P

PROKESCH, Bob
Area Coordinator
Manhattan College
Residence Life
Riverdale, NY 10471
Phone: (718) 920-0343
No. 21046 2 P

PROULX, Dennis
Graduate Student
Colorado State University
CO Corbett Hall
Fort Collins, CO 80521
Phone: (303) 495-5063
No. 18688 4W S

PROULX, Diane
Dean of Students
College of Saint Mary
1901 South 72 Street
Omaha, NE 68124
Phone: (402) 399-2458
Fax: (402) 399-2341
No. 6302 4W A

PROVENCE, Jerome
Director, Blatt Phys Ed Ctr
Univ of South Carolina
1300 Wheat St
Columbia, SC 29208
Phone: (803) 777-4593
No. 17215 3 P

PRUCE, Edna
Associate Dean/Director
Northeastern University
307 E11, 360 Huntington Avenue
Boston, MA 02115
Phone: (617) 437-2173
No. 1052 1 P

PRUCHNICKI, Judith D.
Asst to Dean of Students
University of Connecticut
855 University Drive
Torrington, CT 06790
Phone: (203) 482-7635
No. 19576 1 P

PRUITT, Dennis A.
Vice President-Student Affairs
University of South Carolina
Russell House West Wing
Columbia, SC 29208
Phone: (803) 777-4172
No. 2068 3 V

PRUMERS, Martha A.
Student Services Coordinator
Mohave Community College
1971 Jackson Ave
Kingman, AZ 86401
Phone: (602) 757-0857
No. 17630 6 P

PRUNTY, David G.
Area Coordinator
Ithaca College
Ofc Res Life 953 Danby Road
Ithaca, NY 14850
Phone: (607) 274-3428
Fax: (607) 274-1589
No. 18109 2 P

PRYSOCK, Delaphine
Resident Director Hendrick Hall
U of California-Los Angeles
250 Deneve Drive
Los Angeles, CA 90024
Phone: (310) 825-1497
No. 10745 6 P

PTOMEY, Nyla
Associate Director
Texas Tech University
Box 41141
Lubbock, TX 79409-1141
Phone: (806) 742-1458
Fax: (806) 742-2696
No. 3776 3 P

PUGH, Daniel J.
Area Coordinator, Residence Ed
VA Polytech & State Univ
109 East Eggleston Hall
Blacksburg, VA 24063-0428
Phone: (703) 231-5089
No. 15342 3 P

PUGH II, David S.
Career Counselor
Barry University
11300 NE 2nd Ave
Miami Shores, FL 33161
Phone: (305) 899-3950
No. 21135 3 P

PUGH-SEEMSTER, Nora
Dir., Student Support Services
Oklahoma City Comm. College
3820 N. Bella Vista Drive
Midwest City, OK 73110
Phone: (919) 278-6595
No. 9072 4W A

PUGLIESE, Stephen J.
Assistant to the Dean
Villanova University
213 Dougherty Hall
Villanova, PA 19085
Phone: (215) 645-4200
No. 17757 2 P

PULS, Charles W.
Assistant Director
Dartmouth College
6024 McNutt Hall
Hanover, NH 03755
Phone: (603) 646-2451
No. 17404 1 P

PURCELL, Christina D.
1410 25th Avenue S. #705
Nashville, TN 37212-2620
Phone: (615) 322-2821
No. 21408 3 S

PURCELL, Mark A.
Assistant Director Campus Life
Seattle Pacific University
3307 Third Ave. W
Seattle, WA 98119
Phone: (206) 281-2483
No. 14579 5 P

PURCELL, Melissa D.
Director Housing/Res Services
San Francisco State University
800 Font Blvd, MWH
San Francisco, CA 94132
Phone: (415) 338-1126
No. 17320 6 A

PURDY, Darrell E.
Residence Hall Director
University of Wyoming
Downey Residence Hall
Laramie, WY 82070
Phone: (307) 766-3577
No. 12711 4W P

PURISH, Patty
Coordinator Educational Prgms
Nat'l Panhellenic Conference
3901 West 86th St., Suite 380
Indianapolis, IN 46268
Phone: (317) 872-3209
No. 19340 4E SMN

PURYEAR, James
Vice President-Student Affairs
Medical College of Georgia
1459 Laney-Walker Blvd
Augusta, GA 30912
Phone: (706) 721-3186
No. 1810 3 V

PUTNAM, Greg
Student Affairs Coordinator
University of Central Florida
1519 Clear Lake Road
Cocoa, FL 32922
Phone: (407) 632-4127
Fax: (407) 632-1111
E-mail: PUTNAM@UCF1VM.CC.UCF.EDU
No. 19137 3 P

PYE, Lynne D.
Coord. of Non-Trad. Stu. Svs.
Central MO State University
103 Fairview
Warrensburg, MO 64093
Phone: (816) 543-5417
No. 21938 4W P

PYNE, Jamie H.
Director of Extension
Delta Zeta Sorority
202 East Church Street
Oxford, OH 45056
Phone: (513) 523-7597
Fax: (513) 523-1921
No. 21727 4E SMN

PYNE, Maureen
Residence Director
Univ. at Albany, SUNY
P.O. Box 22496/1400 Washington
Albany, NY 12222
Phone: (203) 427-7293
No. 19326 2 P

Q

QUADE, Stephanie L.
Asst. Dean of Students
Marquette University
1442 W. Wisconsin Ave. #329
Milwaukee, WI 53233
Phone: (414) 288-3115
Fax: (414) 288-3111
E-mail: quades@vms.csd.mu.edu
No. 8302 4E P

QUANN, C. James
Vice Chancellor
U of California-Santa Cruz
Student Services-146 Hahn
Santa Cruz, CA 95064
Phone: (408) 459-2474
E-mail: QUANN@CATS.UCSC.EDU
No. 4225 6 V

QUATROCHE, Thomas J.
Coord. SPA Masters Program
SUNY College Buffalo
1300 Elmwood Ave. B.H. 306
Buffalo, NY 14222
Phone: (716) 878-4303
No. 14496 2 A

QUENOY, Paula D.
196 Small Road
Syracuse, NY 13210
Phone: (315) 442-6646
No. 21770 2 S

QUICK, Tamara M.
Assoc. Dean of Student Life
Brigham Young University
329 ELWC
Provo, UT 84602
Phone: (801) 378-3112
No. 19790 5 P

QUICK, Van D.
VP for Student Personnel
Mississippi College
Box 211
Clinton, MS 39060
Phone: (601) 925-3252
Fax: (601) 925-3804
No. 7560 3 A

QUILES, Jose A.
1 Rocky Brook Rd
Cranbury, NJ 08512-3031
Phone: (609) 448-9076
No. 18752 2 P

QUILLIN, Charles
Dean of Student Development
Point Park College
Student Development Office
Pittsburgh, PA 15222
Phone: (412) 392-3840
No. 2658 2 V

QUIN, Jeffrey J.
Vice President-Student Affairs
St. Francis College
Office of Student Affairs
Loretto, PA 15940
Phone: (814) 472-3002
No. 2674 2 V

QUINLEY, Ann G.
Vice Pres & Dean of Students
Pomona College
550 N. College Ave
Claremont, CA 91711
Phone: (909) 621-8017
No. 689 6 V

QUINN, Jeff
Assoc Dean for Enrollm Service
Alliance Theological Seminary
122 S. Highland Avenue
Nyack, NY 10960-4121
Phone: (914) 358-1710
No. 20864 2 A

QUINN, John
Dean of Students
Salve Regina University
100 Ochre Point Ave
Newport, RI 02840
Phone: (401) 847-6650
No. 21166 1 P

QUINN, Maureen H.
287 Brookwood Road
Venetia, PA 15367
Phone: (412) 941-5461
No. 20822 2 S

QUINONES, Margarite V.
Admin. Dir. of Grad. Programs
NYU School of Law
40 Washington Square So.#402
New York, NY 10012
Phone: (212) 998-6015
No. 15829 2 P

QUINTERO, Patricia A.
Residence Director
Plymouth State College
Director Apt, Smith Hall
Plymouth, NH 03264
Phone: (603) 535-2337
E-mail: Pattiq@PSC.Plymouth.Edu
No. 17925 1 P

QUIROLGICO, Raymond P.R.
Resident Director
Univ. of Calif. at Davis
Segundo Area Office
Davis, CA 95616
Phone: (916) 752-4483
Fax: (916) 752-4346
E-mail: rrquirolgico@ucdavis.edu
No. 19557 6 P

R

RABOIN, Jane M.
18 Slipper Hill Lane
Jefferson, MA 01522
Phone: (508) 825-5761
No. 18713 1 S

RACHAVONG, Darrelene
Director Student Life
University of Texas at Dallas
SU22 Box 830688
Richardson, TX 75083-0688
Phone: (214) 690-2070
No. 10233 3 P

RADDOCK, Mary M.
Dean of Students
Norwalk Comm. Tech College
188 Richards Ave
Norwalk, CT 06854
Phone: (203) 857-7018
No. 20254 1 A

RADER, Matthew S.
862 Simpson Street Apt. #3
St. Paul, MN 55104
Phone: (612) 641-2800
Fax: (612) 641-2987
No. 12705 4E P

RADFORD-WEDEMEYER, Margaret-Ann
Associate Dean of the College
Gettysburg College
Box 399
Gettysburg, PA 17325
Phone: (717) 337-6900
No. 12429 2 P

RAFTER, Susan M.
Director of Counseling
Sussex County Comm. College
One College Hill
Newton, NJ 07860
Phone: (201) 300-2009
Fax: (201) 579-1620
No. 15561 2 A

RAGANS, Sherrill
Associate Vice President
Florida State University
313 Westcott
Tallahassee, FL 32306-3019
Phone: (904) 644-5590
No. 3784 3 P

RAGAZZO, Anthony
Residential Life
The American University
406 Butler Pavilion
Washington, DC 20016-8142
Phone: (202) 885-1385
E-mail: Ragazzo@american.edu
No. 14568 2 P

RAGOSTA, Linda
Dean of Students
Newbury College
129 Fisher Ave
Brookline, MA 02146
Phone: (617) 730-7052
No. 17096 1 V

RAHMANI, Ali
Dir. - Univ. Housing Services
Cal Poly-Pomona
3801 West Temple Ave
Pomona, CA 91768
Phone: (909) 869-3306
Fax: (909) 869-3985
No. 15994 6 P

RAHMANI, Loretta H.
Asst Dean of Student Affairs
University of La Verne
1950 Third Street
La Verne, CA 91750
Phone: (909) 593-3511
No. 7821 6 P

RAIMONDO, Dan J.
Asst. Dir. Student Activities
Canisius College
2001 Main Street
Buffalo, NY 14208
Phone: (716) 888-2190
Fax: (716) 888-2525
E-mail: raimondo@canisius.edu
No. 15150 2 P

RAIMONDO, Laurel Dana
750 W Hampton Dr
Indianapolis, IN 46208-3450
Phone: (317) 283-9510
No. 18710 4E A

RAINES, Gloria
Vice Chancellor-Student Affairs
LSU in Shreveport
One University Place
Shreveport, LA 71115
Phone: (318) 797-5116
No. 2266 3 V

RAINES, Judith C.
General Manager
Cokesbury Court Apartments
2600 N. Virginia Avenue
Oklahoma City, OK 73106
Phone: (405) 524-2600
Fax: (405) 524-7122
No. 14058 4W SMP

RAINONE, Laura
Asst Dean of Student Affairs
New Hampshire Tech College
1066 Front Street
Manchester, NH 03102
Phone: (603) 668-6706
No. 19085 1 P

RALEIGH, Mary-Jeanne
Counselor
Green Mountain College
College Street
Poultney, VT 05764
Phone: (802) 287-9313
No. 19788 1 P

RALSTON, Sharon
VA Polytech & State Univ
102 Hillcrest Hall
Blacksburg, VA 24060-0005
Phone: (703) 232-4762
No. 18637 3 S

RAMIN-GYURNEK, Jackie
Grad. Asst./Dept. of Higher Ed
Indiana University
Univ. Apartments West #330
Bloomington, IN 47406
Phone: (812) 857-8378
E-mail: JRAMINGY@VCS.INDIANA.EDU
No. 21055 4E S

RAMONES, Bertha L.
Asst. Director of Housing
Texas Lutheran College
1000 W. Court
Seguin, TX 78155
Phone: (210) 372-8065
Fax: (210) 372-8096
No. 12100 3 A

RAMSBOTTOM, Claire
Director Residential Life
Wheaton College
Norton, MA 02766
Phone: (508) 285-8214
No. 19965 1 P

RAMSDELL, Keith E.
909 Arrowhead Drive Apt. 27-F
Oxford, OH 45056
Phone: (419) 473-0946
No. 18539 4E S

RAMSEY, Benita
Dean, Black Student Affairs
Claremont University
240 E. 11th St
Claremont, CA 91711
Phone: (909) 621-8555
No. 20273 6 P

RAMSEY, Julie L.
Dean of The College
Gettysburg College
Gettysburg, PA 17325
Phone: (717) 337-6921
No. 916 2 V

RANCHOD, Maya
Barnard College
3009 Broadway, The 600's
New York, NY 10027
Phone: (212) 854-5950
E-mail: mr180@columbia.edu
No. 19620 2 S

RAND, Valarie J.
Area Coordinator
University of Illinois
1005 West Gregory Drive
Urbana, IL 61801
Phone: (217) 333-1100
No. 14297 4E P

RANDALL, Ginger
Assistant Dean of Students
Grand Valley State University
209 Kirkhof Center
Allendale, MI 49401-9403
Phone: (616) 895-3585
No. 14959 4E P

RANDALL, Kathleen
Director of Student Life
University of Alabama
P.O. Box 870292
Tuscaloosa, AL 35487-0292
Phone: (205) 348-8228
No. 9418 3 P

RANDALL, Mary E.
Vice President Enrollment Mgmt
University of Maine-Augusta
46 University Drive
Augusta, ME 04330-9410
Phone: (207) 621-3444
Fax: (207) 621-3405
E-mail: elis@maine.maine.edu
No. 6257 1 V

RANDOLPH, Jane M.
308 E Cottage Grove Ave
Bloomington, IN 47408-3412
Phone: (812) 857-2850
E-mail: JMRANDOL@INDIANA.EDU
No. 15325 4E S

RANDOLPH, Robert M.
Senior Associate Dean
Mass. Inst. of Technology
7-133 MIT/77 Mass. Avenue
Cambridge, MA 02139
Phone: (617) 253-6776
Fax: (617) 253-6969
E-mail: randolph@mit.edu
No. 21841 1 P

RANGE, A. J.
Assistant Dean of Students
Univ of Tennessee-Chattanooga
615 McCallie Avenue
Chattanooga, TN 37403-2598
Phone: (615) 755-4301
No. 1532 3 P

RANKIN, Diane
Dean, Support Services
Our Lady of the Lake College
7500 Hennessy Blvd.
Baton Rouge, LA 70808
Phone: (504) 769-7799
No. 20431 3 V

RANKIN, Richard C.
Vice President Student Life
St. Norbert College
DePere, WI 54115
Phone: (414) 337-3055
No. 21115 4E A

RANTS, Carolyn
Vice President-Student Affairs
Morningside College
1501 Morningside
Sioux City, IA 51106
Phone: (712) 274-5104
No. 1227 4E V

RAPP, John
Director Student Affairs
Baylor College of Medicine
One Baylor Plaza
Houston, TX 77030
Phone: (713) 798-4600
Fax: (713) 798-7951
E-mail: jrapp@bcm.tmc.edu
No. 19221 3 V

RAPP, Richard
Assoc VP Student Affairs
Boise State University
Career Planning & Placement
Boise, ID 83725
Phone: (208) 385-1747
No. 7511 5 P

RAQUEL, Rocky
Associate Director
California State U -Chico
First & Orange Streets
Chico, CA 95929-0722
Phone: (916) 898-4428
No. 20308 6 P

RASCH, Carla
University Registrar
Washburn University
1700 College Ave
Topeka, KS 66621
Phone: (913) 295-6574
No. 15051 4W P

RASCOE, Monica F.
Vice President Student Affairs
SUNY College Old Westbury
223 Storehill Rd PO Box 210
Old Westbury, NY 11568-0210
Phone: (516) 876-3175
Fax: (516) 876-3209
No. 5138 2 V

RASMUSSEN, Christopher
Residence Director
Indiana Univ of Pennsylvania
G-14 Sutton Hall
Indiana, PA 15705-1082
Phone: (412) 357-6596
No. 11874 2 P

RATCLIFF, Gary R.
Research Assistant
Pennsylvania State University
403 S. Allen St. Suite 104
University Park, PA 16801-5252
Phone: (814) 863-0852
No. 11499 2 S

RATCLIFF, Terry
Asst to the Vice Chanc/Stu Aff
Univ. of Calif. - Santa Cruz
1156 High Street
Santa Cruz, CA 95064
Phone: (408) 459-4446
Fax: (408) 459-3188
No. 10663 6 S

RATCLIFFE, R. Samuel
Director of Career Services
Virginia Military Institute
Office of Career Services
Lexington, VA 24450
Phone: (703) 464-7560
No. 7000 3 P

RATH, Katherine
Orientation Coordinator
Marietta College
Box N27
Marietta, OH 45750
Phone: (614) 376-4527
No. 18053 4E P

RATH, N. S.
Vice President-Student Svcs
Lambton College
P.O.Box 969, Sarnia
Ontario Canada N7T 7K4
Phone: (519) 542-7751
No. 839 4E A

RATH, Thomas K.
Director Residence Life
Keystone Junior College
College Box 1
La Plume, PA 18440
Phone: (717) 945-5141
No. 15953 2 P

RATHE, Dean M.
Dir of Student Supprt Services
Colorado School of Mines
1400 Maple Street
Golden, CO 80401
Phone: (303) 273-3377
No. 10624 4W P

RATNER, Julie
131 East 91st St
New York, NY 10128
Phone: (212) 996-3660
No. 17125 2 S

RATTO, Charles
Vice President-Student Service
Fitchburg State College
160 Pearl Street
Fitchburg, MA 01420
Phone: (508) 345-2151
Fax: (508) 343-4311
No. 2214 1 V

RATZ, Susan M.
Western Illinois University
PO Box 6104
Macomb, IL 61455
Phone: (309) 298-3424
E-mail: SUSANR@SRPN.WIU.BGU.EDU
No. 17897 4E P

RAUHEL, Lachyel
Reading Enrichm. Prof. Asst.
SUNY at Stony Brook
Chapin I2128, 700 E. Loop Rd.
Stony Brook, NY 11790-5900
Phone: (516) 230-0955
No. 20719 2 S

RAUKER, James J.
Vice President-Student Affairs
Worcester State College
486 Chandler Street
Worcester, MA 01602
Phone: (617) 793-8070
No. 7794 1 V

RAVERTA, Paul E.
Dean of Student Development
Holyoke Community College
303 Homestead Avenue
Holyoke, MA 01040
Phone: (413) 538-7000
Fax: (413) 534-8975
No. 14908 1 A

RAY, Carolyn D.
Dean of Student Affairs
Miles College
PO Box 3800
Birmingham, AL 35208
Phone: (205) 923-2771
No. 20263 3 A

RAY, Jacqueline W.
Acting Associate Dean
CUNY York College
94-20 Guy R. Brewer Blvd
Jamaica, NY 11451
Phone: (718) 262-2331
No. 11375 2 A

RAY, Megan Erin
Graduate Assistant
Michigan State University
326 South Case Hall
East Lansing, MI 48825-1210
Phone: (517) 355-6965
E-mail: raymegan@student.msu.edu
No. 20997 4E S

RAY, Thomas
Asst.Director-Student Services
University of New Mexico
200 College Road
Gallup, NM 87301
Phone: (505) 863-7508
No. 6070 4W A

RAY-BLEDSOE, Wilma
Vice President-Student Affairs
Oakland University
364 South Foundation Hall
Rochester, MI 48309-4401
Phone: (313) 370-4200
No. 1843 4E V

RAYBUCK, Jodi A.
Asst to the VP-Student Affairs
Babson College
Office of Student Affairs
Babson Park, MA 02157
Phone: (617) 239-4218
No. 11434 1 P

RAYMOND, Scott W.
Dean of Students
Covenant College
Student Development Office
Lookout Mountain, GA 30750
Phone: (404) 820-1560
No. 1518 3 V

RAYMONT, Sally A.
Dir-International Studies
Lynchburg College
Jefferson Ridge Apt 136
Forest, VA 24551
Phone: (804) 522-8330
Fax: (804) 522-0650
No. 9396 3 P

RAYNIS, Cathleen M.
Assistant Director
SUNY College New Paltz
PO Box 1242
New Paltz, NY 12561
Phone: (914) 257-4444
No. 10927 2 P

RAZ, Mary C.
Dean of Students
University of Judaism
15600 Mulholland Drive
Los Angeles, CA 90077-1599
Phone: (310) 476-9777
No. 8631 6 A

READING, Denise
Dean of Students
Baldwin-Wallace College
275 Eastland Road
Berea, OH 44017-2088
Phone: (216) 826-2223
No. 1685 4E V

REALL-HEDGES, Jennifer
University of Maryland
0200 Calvert
College Park, MD 20742
Phone: (301) 314-7330
No. 11873 2 P

REAPE, Patrick M.
Director Residence Life
York College
Country Club Rd
York, PA 17405-7199
Phone: (717) 846-7788
No. 21147 2 P

REARDON, Cheryl Hoogerwerf
Hall Coordinator
The University of Iowa
3108 Burge Hall
Iowa City, IA 52242
Phone: (319) 335-1004
No. 21262 4E P

REARDON, Thomas J.
Associate Dean of Students
University of Mississippi
406 Union Bldg.
University, MS 38677
Phone: (601) 232-7247
No. 8969 3 P

REAVES, Mary B.
Director, Student/Campus Life
Prarie State College
202 South Halsted Street
Chicago Heights, IL 60411
Phone: (708) 709-6041
No. 20399 4E A

REAVILL, Lisa K.
Assistant Dean of Students
Univ of Wisconsin-River Falls
119 E. Hathorn Hall
River Falls, WI 54022
Phone: (715) 425-3744
No. 14416 4E P

REBER, Christopher
Dean of Student Affairs
Pennsylvania State University
Behrend College
Erie, PA 16563
Phone: (814) 898-6111
No. 11495 2 P

REDDING, Reginald
Dir., Ctr. for Stu. Resources
Nat'l Tech. Inst. for the Deaf
Roch. Inst. of Tech/LBJ-2631
Rochester, NY 14623
Phone: (716) 475-6988
E-mail: RXRCSR@RITVAX
No. 21684 2 P

REDFIELD, Jefferey W.
Area Coordinator
University of Dayton
PO Box 8804 Stuart Hall
Dayton, OH 45401-8804
Phone: (513) 229-4621
E-mail: redfield@udavxb.uca.udayton.edu
No. 18342 4E P

REDICK, Robert J.
4945 Ponce De Leon Blvd
Coral Gables, FL 33146
Phone: (305) 284-4505
No. 19132 3 P

REDLACZYK, Ted
Director of Housing
Midwestern State University
3410 Taft Boulevard
Wichita Falls, TX 76308-2099
No. 7151 3 P

REDMAN III, Martin W.
Asst Dean
Dickinson College
P.O. Box 1773
Carlisle, PA 17013-2896
Phone: (717) 245-1555
No. 8216 2 P

REDMOND, Barbara
Hall Director
Le Moyne College
1419 Salt Springs Road
Syracuse, NY 13214
Phone: (315) 445-4660
No. 17643 2 P

REDWINE, Susette
Coord.-Univ.Ctr/Special Events
Morehead State University
U.P.O. 797
Morehead, KY 40351
Phone: (606) 783-2071
No. 1936 3 P

REED, Carol Jean
Associate Director
Rochester Inst of Technology
1 Lomb Memorial Dr PO Box 9887
Rochester, NY 14623
Phone: (716) 475-6931
No. 554 2 P

REED, Charles E.
Assoc. Dean, Student Services
Texas State Tech College
3801 Campus Dr.
Waco, TX 76705
Phone: (817) 867-3366
No. 21130 3 P

REED, Cheryl
901 W. Dickson St. Apt. D4
Fayetteville, AR 72701
Phone: (501) 575-8439
Fax: (501) 575-7969
No. 20800 4W S

REED, H. Nolan
Vice President Student Affairs
Brigham Young Univ- Hawaii
Box 1742 BYU
Laie, HI 96762
Phone: (808) 293-3799
No. 15206 6 V

REED, John J.
Bilingual Counselor
Upward Bound, Univ. of MD
4658 Kernwood Avenue
Baltimore, MD 21212
Phone: (410) 323-4632
Fax: (301) 314-9155
No. 20693 2 P

REED, Kelvin L.
121 Tremont St A #120
Brighton, MA 02135-2451
Phone: (617) 783-0911
No. 14695 1 A

REED, Michael
Vice Provost
Belleville Area College
500 W South Fourth St
Red Bud, IL 62278
No. 9407 4E P

REED, Timothy A.
Asst Dir-Student Activities
VA Polytech & State Univ
329 Squires Student Ctr
Blacksburg, VA 24061-0138
Phone: (703) 231-5725
No. 7798 3 S

REED-TAYLOR, Josephine
Dean of Educational Services
Minneapolis Community College
1501 Hennepin Avenue
Minneapolis, MN 55403
Phone: (612) 341-7053
No. 12945 4E A

REES, Matthew
Teachers College-Columbia Univ
3009 Broadway
New York, NY 10027
Phone: (212) 854-2344
No. 18932 2 S

REESE, Karen M.
Interim VP-Student Affairs
Northern Michigan University
402 Cohodas Admin Center
Marquette, MI 49855
Phone: (906) 227-2000
Fax: (906) 227-2204
E-mail: KREESE@NMUMUS.BITNET
No. 2326 4E V

REESE, Sharon B.
Asst. Dean of Student Life
Lehigh University
29 Trembley Dr.
Bethlehem, PA 18015
Phone: (215) 758-4152
Fax: (215) 758-6132
No. 13099 2 P

REESE, Virginia
Dir. of Res. Hall Acad. Advis.
University of Michigan
1213 Angell Hall
Ann Arbor, MI 48109
Phone: (313) 763-1042
Fax: (313) 764-2772
E-mail: vsreese@umich.edu
No. 21778 4E P

REESOR, Lori
Assistant to Dean
University of Kansas
135 Strong Hall
Lawrence, KS 66045
Phone: (913) 864-5423
E-mail: Reesor A@st 37.eds.ukans.edu
No. 9440 4W P

REEVES, Tracey
Asst. Director of Housing
University of Florida
Murphree Master Apt
Gainesville, FL 32612
Phone: (904) 392-6091
No. 14289 3 P

REGHETTI-FEYLER, Christine
Asst Director/Residence Life
Ohio University
West Green Office
Athens, OH 45701
Phone: (614) 597-5956
No. 10146 4E P

REHME, Ann B.
7505 Hoover #2 West
St. Louis, MO 63117
Phone: (314) 647-5570
No. 11167 4W A

REI, Joseph D.
Executive Assistant
Washington State University
French 332, WSU
Pullman, WA 99164-1032
Phone: (504) 335-4532
No. 3789 5 P

REICH, Anthony
Assistant Hall Director
University of Connecticut
Box U 152
Storrs, CT 06269
Phone: (203) 427-7277
No. 18983 1 S

REID, Bradley W.
Director of Residential Life
Appalachian State University
lst Floor, Founders Hall
Boone, NC 28608
Phone: (704) 262-2160
Fax: (704) 262-4980
No. 618 3 P

REID, Cheryl L.
1621 17th Avenue, Apt. 208
Seattle, WA 98122
Phone: (206) 296-6038
No. 18916 5 S

REID, Lois L.
Acting Dir. - Residential Life
Teachers College-Columbia Univ
106 Morningside Drive #37
New York, NY 10027
Phone: (212) 678-4084
Fax: (212) 678-4048
No. 19589 2 P

REID, Susan K.
Assistant Director
New York University
566 Laguardia Place, RM 623
New York, NY 10012
Phone: (212) 998-4343
No. 15708 2 P

REIDELBERGER, Hank J.
Staff Sign Language Interpreter
University of Florida
P 205 Peabody Hall
Gainesville, FL 32611
Phone: (904) 392-1261
No. 17098 3 P

REIGHARD, Gary
Vice President-Student Affairs
Millersville University of PA
PO Box 1002
Millersville, PA 17551
Phone: (717) 872-3594
No. 2276 2 V

REINA-MORRISON, Juana
Associate Dean of Students
Phila. College-Pharmacy & Sci.
E-mail: Woodland Ave. @ 43rd Street
Philadelphia, PA 19104
Phone: (215) 596-8536
No. 14427 2 P

REINARMAN, Ginger W.
Advertising Coordinator
Southern IL Univ.-Edwardsville
Box 1167
Edwardsville, IL 62026
Phone: (618) 692-2575
Fax: (618) 692-3388
No. 21946 4E P

REINHART, Dean J.
126 B Kings Park Drive
Liverpool, NY 13090
Phone: (315) 622-5437
No. 17153 2 S

REIS, Gerard J.
Vice President-Student Svcs
Lakeland Community College
7700 Clocktower Dr
Mentor, OH 44060
Phone: (216) 953-7225
No. 4580 4E V

REIS, James M.
Publications Specialist III
University of Hawaii-Manoa
1755 Pope Road, Bldg 31-A RM12
Honolulu, HI 96822
Phone: (808) 956-7146
No. 18958 6 P

REISER, Rachael I.
Asst Director Residential Life
College of Wooster
Office of Residence Life
Wooster, OH 44691
Phone: (216) 263-2498
No. 17446 4E P

REISSER, Linda
Dean of Students
Suffolk Community College
533 College Rd
Selden, NY 11784-2899
Phone: (206) 676-3427
No. 11807 2 A

REITBERGER, Andrew
Texas A&M University
1703 B Anderson
College Station, TX 77840
Phone: (409) 845-4551
No. 21862 3 S

REITMAN, Bruce H.
Associate Dean of Students
Tufts University
Ballou Hall/Dean of Stu. Off.
Medford, MA 02155
Phone: (617) 627-3158
E-mail: bretman%staff%4S@
ban server1.net.tu
No. 1176 1 A

REJUNEY II, Joseph W.
Admissions Counselor
Old Dominion University
108 Old Admin. Building
Norfolk, VA 23529
Phone: (804) 683-3637
No. 15886 3 S

REKER, Erik J.
Senior Resident Assistant
Univ. of Alaska - Fairbanks
P.O. Box 751924
Fairbanks, AK 99775-1040
Phone: (907) 474-7220
No. 21827 5 S

REMPSON, Joe L.
Dean of Students
Bronx Community College
University Ave and West 181 St
Bronx, NY 10453
Phone: (212) 220-6050
No. 1320 2 V

REMY, Leigh A.
Resident Community Coordinator
Franklin & Marshall College
P.O. Box 3003
Lancaster, PA 17604
Phone: (717) 291-4340
Fax: (717) 399-4420
E-mail: SAF_LAR@ADMIN.
FANDM.EDU
No. 15038 2 P

RENAUD, Ruth E.
Asst VP of Student Affairs
Michigan State University
162 Student Services Bldg
East Lansing, MI 48824 1113
Phone: (517) 353-6650
Fax: (517) 336-2855
E-mail: VPS23@msu.edu
No. 5790 4E P

RENDON, Edward J.
Residence Hall Director
Loyola Univ. of Chicago
1134 W. Loyola Ave. Box 0003
Chicago, IL 60626
Phone: (312) 508-3765
No. 21481 4E P

RENNEISEN, Charles M.
Vice Chancellor-Student Afrs.
Univ of Tennessee-Chattanooga
615 McCallie Avenue
Chattanooga, TN 37403
Phone: (615) 755-4534
Fax: (615) 755-5357
No. 712 3 V

RENTZ, Audrey L.
Prof of Higher Ed
Bowling Green State University
332-A Education Building
Bowling Green, OH 43403
Phone: (419) 372-7382
E-mail: arentz@andy.bgsu.edu
No. 251 4E P

REOTT, Joanne L.
Dean of Students
University of Chicago
1101 E. 58th Street
Chicago, IL 60637
Phone: (312) 702-1198
No. 8574 4E A

REST, Melanie
Asst Dir, Fraternity/Sorority
University of Wyoming
PO Box 3135 University Station
Laramie, WY 82071
Phone: (307) 766-3296
No. 21217 4W P

RETTIG, David
Director of Housing
Longwood College
201 High Street
Farmville, VA 23902
Phone: (804) 395-2080
Fax: (804) 395-2635
No. 19730 3 P

REULING, Ed
Associate V.P Student Services
Cal State Univ-Hayward
Warren Hall 465
Hayward, CA 94542
Phone: (415) 881-3741
No. 906 6 P

REUSE, Beth
Associate Dean of Students
Fairleigh Dickinson University
1000 River Road
Teaneck, NJ 07666
Phone: (201) 692-2231
Fax: (201) 692-2220
No. 254 2 P

REUSS, Patricia
Director Student Services
Eastern Montana College
1500 N. 30th
Billings, MT 59101
Phone: (406) 657-2168
Fax: (406) 657-2299
No. 19937 5 P

REUTER, Edward W.
VP for Student Affairs
Saint Peter's College
2641 Kennedy Blvd
Jersey City, NJ 07306
Phone: (201) 915-9140
Fax: (201) 435-0394
No. 1197 2 V

REYBA, Elisa C.
Incarnate Word College
4301 Broadway CPO 610
San Antonio, TX 78209
Phone: (210) 829-6034
No. 20525 3 H

REYNOLDS, Paul J.
Associate Director
University of Notre Dame
1544 Rosemary Lane, #F
South Bend, IN 46637
Phone: (219) 631-5200
No. 986 4E P

REYNOLDS, Sharon
Hall Coordinator
University of Iowa
H466 Hillcrest Hall
Iowa City, IA 52242
Phone: (319) 335-9166
No. 17497 4E P

REYNOLDS, Todd A.
VP for Student Affairs
McKendree College
701 College Road
Lebanon, IL 62254
Phone: (618) 537-4481
No. 11435 4E V

REYNOLDS, Tom
Vice President-Student Life
Regis University
3333 Regis Boulevard
Denver, CO 80221
Phone: (303) 458-4086
No. 2278 4W V

REYNOLDS, Wayne H.
Asst to VP Student Affairs
Emporia State University
1200 Commercial Box 7
Emporia, KS 66801
Phone: (316) 341-5196
No. 16958 4W P

REYNOLDS, Z. Paul
Asst Mgr Stu Life Facilities
Univ of Penn-110 Houston Hall
3417 Spruce Street
Philadelphia, PA 19104-6306
Phone: (215) 898-2759
Fax: (215) 898-0920
E-mail: REYNOLDS@AL.RELAY.
UPENN.EDU
No. 20760 2 P

RHATIGAN, James
Vice President-Student Affairs
Wichita State University
Box 8,Dean of Students Office
Wichita, KS 67208
Phone: (316) 689-3021
No. 2053 4W V

RHEINS, Carl J.
VP & Dean Student Life
Adelphi University
South Avenue UC 106
Garden City, NY 11530
Phone: (516) 877-3661
Fax: (516) 877-3659
No. 549 2 V

RHODES, Fred W.
Vice President Student Affairs
Bellarmine College
2001 Newburg Road
Louisville, KY 40205
Phone: (502) 452-8304
No. 10515 3 V

RHODES, Stephenie R.
Off. of Diversity Education
Texas A&M University
108 YMCA
College Station, TX 77843-1257
Phone: (409) 845-9804
Fax: (409) 862-2434
No. 21660 3 S

RHODES, Timothy
Director, Office Financial Aid
Morehead State University
310 Howell McDowell Admin.Bldg
Morehead, KY 40351
Phone: (606) 783-2011
No. 14714 3 P

RHODUS, Ken
Dean of Students
Hastings College
7th Turner
Hastings, NE 68901
Phone: (402) 461-7394
No. 18555 4W A

RHONE, Henry G.
Interim Vice Provost/Stu. Aff.
VA Commonwealth University
901 Floyd Ave./P.O. Box 843017
Richmond, VA 23284-3017
Phone: (804) 828-1244
Fax: (804) 828-2180
E-mail: HRHONE@CABELL.VCU.EDU
No. 2332 3 V

RHOTEN, Sandra
Director, Office Stu Conduct
Univ of Southern California
Figueroa Bld 107, Univ Park
Los Angeles, CA 90089-1265
Phone: (512) 471-6259
No. 11337 6 P

RHYASON, Diane
Director, Student Services
Lakeland College
Vermilion Alberta
CANADA T0B 4M0
Phone: (403) 853-8429
Fax: (403) 853-2955
No. 12729 5 V

RICARD, Brenda Speight
Administrative Officer
Boston College
90 College Rd./VP Stu Aff Off.
Chestnut Hill, MA 02167-3839
Phone: (617) 552-3280
No. 17236 1 P

RICCARDI, JR., Louis D.
Assoc Dean Enrollment Mgmt
Menlo College
1000 El Camino Real
Atherton, CA 94027
Phone: (415) 688-3750
No. 876 6 V

RICE, David A.
Facility Manager
North Carolina State Univ.
4715A Walden Pond Drive
Raleigh, NC 27604
Phone: (919) 981-0296
No. 18766 3 F

RICE, Donald M.
Director, Housing & Res Life
Franklin Pierce College
PO Box 60, College Rd
Rindge, NH 03461
Phone: (603) 899-4179
No. 11894 1 P

RICE, Donna S.
Assoc VP for Student Affairs
SUNY at Buffalo
538 Capen Hall
Amherst, NY 14260
Phone: (716) 645-2982
Fax: (716) 645-5966
No. 20825 2 P

RICE, Kathleen L.
3327 Tea Garden Circle #302
Silver Spring, MD 20904
Phone: (301) 572-2236
No. 18925 2 S

RICE, N. Dewaine
Asst to the Vice President
Memphis State University
011 Richardson Towers
Memphis, TN 38152
Phone: (901) 678-2295
No. 3102 3 P

RICE, Robert L.
2280 NW 25th
Corvallis, OR 97330
Phone: (808) 933-3379
No. 17264 5 P

RICH, Arthur A.
Dean of Students
Salem -Teikyo University
Randolph Campus Center
Salem, WV 26426
Phone: (304) 782-5243
Fax: (304) 782-5395
No. 11187 2 V

RICH, Kathleen
Director -University Residence
Western Washington University
Office of University Residence
Bellingham, WA 98225-9113
Phone: (206) 650-2971
No. 1962 5 P

RICHARD, Rachel D.
Residence Director
Plymouth State College
Blair Hall
Plymouth, NH 03264
Phone: (603) 535-2354
No. 14158 1 P

RICHARD, Thomas A.
Coord. of Residence Life
Lamar Community College
2401 S. Main Street
Lamar, CO 81052
Phone: (719) 336-2248
No. 14110 4W A

RICHARDS, Gary R.
Dean of Students
Ambassador College
PO Box 111
Big Sandy, TX 75755
Phone: (903) 636-2000
No. 19434 3 A

RICHARDS, Michelle A.
2610 SW Western Apt. 204
Corvallis, OR 97333
Phone: (503) 640-9270
No. 20378 5 S

RICHARDS, Nancy A.
Dean of Students
Rutgers University
202 College Hall - DC
New Brunswick, NJ 08903
Phone: (908) 932-9822
No. 8476 2 P

RICHARDSON, Janet Begin
Dean of Student Life
Worcester Polytechnic Inst.
100 Institute Road
Worcester, MA 01609
Phone: (508) 831-5201
No. 21159 1 P

RICHARDSON, Kristen A.
Coord. Student Services
Northeastern University
409 Dana Research Building
Boston, MA 02115
Phone: (617) 373-2165
Fax: (617) 373-8970
No. 19760 1 P

RICHARDSON, Roger G.
Off. for AA & Latino Stud.Svs.
New York University
566 LaGuardia Place, Rm 623
New York, NY 10012
Phone: (212) 998-4343
No. 14777 2 P

RICHARDSON, Susan R.
Resident Director
Texas A&M University
P.O. Box 1638
College Station, TX 77841
Phone: (409) 847-0051
No. 21579 3 S

RICHEY, Warren A.
Assoc. Dean of Students
Louisiana State University
122 Johnston Hall
Baton Rouge, LA 70803
Phone: (504) 388-4307
Fax: (504) 388-4820
E-mail: DSRICH@LSUVM.SNCC.LSU.EDU
No. 15774 3 P

RICHMOND, Jan
Academic Specialist
The Evergreen State College
1001 Cooper Pt. Rd. 140-306
Olympia, WA 98502
Phone: (206) 866-6000
No. 21793 5 P

RICHMOND, Jayne
Assistant Dean Univ. College
University of Rhode Island
114 Roosevelt Hall-Univ of RI
Kingston, RI 02881
Phone: (401) 792-4076
E-mail: EMRICHMOND@URIACC.URI.EDU
No. 8310 1 P

RICKARD, Donald W.
Vice President-Student Service
Cedarville College
P.O.Box 601
Cedarville, OH 45314
Phone: (513) 766-2211
No. 6984 4E A

RICKARD, Scott
Associate Professor
955 Eminence Way
Bloomington, IN 47401
Phone: (812) 334-4032
No. 9093 4E P

RICKMAN, Ann
Director Community Service
Kentucky Wesleyan University
3000 Frederick Street
Owensboro, KY 42301
Phone: (502) 926-3111
No. 21136 3 P

RICOTTA, Barbara J.
Dir. Office of Student Life
SUNY Buffalo
Suite 150-Student Union 602100
Buffalo, NY 14260
Phone: (716) 645-6125
No. 15243 2 P

RIDDLE, Tracy Lee
Assoc Dean for Students
Augustana College
Box 739
Sioux Falls, SD 57197
Phone: (605) 336-5215
No. 12336 4W P

RIDEOUT, Dwight
Asst.VP & Dean-Student Service
University of Maine-Orono
Memorial Union
Orono, ME 04469
Phone: (207) 581-1406
No. 5091 1 P

RIDGEWAY, Giovanni
403 Tower Lake #1B
Edwardsville, IL 62026-0001
No. 20533 4E H

RIEDEL, Eric R.
Vice President & Dean-Students
Colby-Sawyer College
100 Main Street
New London, NH 03257
Phone: (603) 526-2010
No. 12950 1 V

RIEDER, Wayne
1100 West Chester Pike #E19
West Chester, PA 19382-5017
Phone: (215) 399-2427
No. 7548 2 A

RIEGELNEGG, F. Dennis
Dean for Student Services
California University of PA
250 University Avenue
California, PA 15419
Phone: (412) 938-4513
No. 1053 2 P

RIEHMAN, Eileen
Residence Hall Director
100 North Loop Road
Mend. Quad
Stony Brook, NY 11790
Phone: (617) 632-6762
No. 19622 2 P

RIESENBERG, Carole L.
Director Freshman Experience
Drury College
900 N. Benton
Springfield, MO 65802
Phone: (417) 865-8731
No. 18588 4W P

RIGG, Karen T.
Vice President Student Affairs
Northeastern University
360 Huntington Ave./101 EL
Boston, MA 02115
Phone: (617) 373-2321
Fax: (617) 373-2542
No. 586 1 V

RIGGIN, Cynthia
Resident Director
Azusa Pacific University
P.O. Box 1600
Glendora, CA 91740
Phone: (818) 963-4647
No. 19307 6 P

RIGGS, Cynthia B.
Associate Dean of Students
Rutgers University
311 N. 5th St
Camden, NJ 08102
Phone: (609) 225-6043
No. 17701 2 A

RIKER, Lynn
Director, Housing & Res Life
64 Duffy Hall
South Orange, NJ 07079-2696
No. 13003 2 P

RILEY, Eve Woods
National President
Delta Delta Delta
2816 Lindsey Hollow Rd
Waco, TX 76708
Phone: (817) 756-1676
No. 19509 3 SMN

RILEY, Katherine P.
959 Woodbridge Drive
Bloomington, IN 47408
Phone: (812) 339-3528
No. 18777 4E S

RILEY, Linda J.
Associate Director
Boston College
Univ. Housing-Rubenstein Hall
Chestnut Hill, MA 02167
Phone: (617) 552-4714
No. 9068 1 P

RILEY, William L.
Dean of Students
University of Illinois
300 Student Svcs - 610 E. John
Champaign, IL 61820
Phone: (217) 333-2121
No. 9862 4E P

RINCON, Frank
Vice Chancellor-Student Affairs
U of California-Davis
476 Mrak Hall
Davis, CA 95616
Phone: (916) 752-2417
No. 1541 6 V

RINEHART, Timm
Associate VP Enrollment Srvcs
Temple University
Conwell Hall 4th Floor
Philadelphia, PA 19122
Phone: (215) 204-6556
No. 21180 2 P

RINGGENBERG, Larry J.
Director, Student Activ. Ctr
University Wiscon, La Crosse
1725 State St, Cartwright Ctr
La Crosse, WI 54601
Phone: (608) 785-8888
No. 21208 4E P

RINGLE, John
Asst. Dir. of Housing
Utah State University
1151 East 700 North
Logan, UT 84322-8600
Phone: (801) 750-3123
Fax: (801) 750-4035
No. 10251 5 P

RISACHER, Joanne
Assistant VP-Student Life
Wright State University
Dayton, OH 45435
Phone: (513) 873-2809
E-mail: JRisacher@Desire.
No. 7657 4E P

RISAVY, Robert Q.
Florida State University
FSU, Box 60386
Tallahassee, FL 32313
Phone: (904) 853-1530
No. 19739 3 S

RISCH, Thomas
Asst Vice Chanc./Dean of Stud.
Louisiana State University
122 Johnston Hall
Baton Rouge, LA 70803-2720
Phone: (504) 388-4307
No. 15479 3 P

RISSMEYER, Patricia A.
Dean of Students
Canisius College
2001 Main Street
Buffalo, NY 14208
Phone: (716) 888-2130
No. 3816 2 P

RITCHHART, Martina K.
Hall Director
Oklahoma State University
HD Apt. Willham South
Stillwater, OK 74077
Phone: (405) 744-7279
No. 21431 4W S

RITCHIE, Jill
Asst Dir of Counseling
Berklee College of Music
1140 Boylston Street
Boston, MA 02215
Phone: (617) 266-1400
No. 19666 1 P

RITTER, Mary E.
1920 W. Pacific Avenue
Spokane, WA 99204-0826
Phone: (509) 328-4220
No. 16987 5 P

RITTOF, Paul R.
Dean of Students
Kentucky Wesleyan College
3000 Frederica Street
Owensboro, KY 42301
Phone: (502) 926-3111
No. 5567 3 V

RIVAS, Mario
Advising Center Director
San Francisco State University
1600 Holloway/Adm 216
San Francisco, CA 94132
Phone: (415) 338-2841
No. 17209 6 A

RIVENBARK, R. Kirk
VP for Student Affairs
Altamaha Technical Institute
1777 W. Cherry Street
Jesup, GA 31545
Phone: (912) 427-5800
Fax: (912) 427-5823
No. 21806 3 V

RIVERA, Elena M.
Counselor
Manhattan College - HEOP
4513 Manhattan College Parkway
Riverdale, NY 10471
Phone: (718) 920-0397
E-mail: ElenaR3102@aol.com
No. 21692 2 P

RIVERA, Maximina
Area Coordinator
William Patterson College
300 Pompton Rd
Wayne, NJ 07470
Phone: (201) 595-2381
No. 17948 2 P

RIVERA, Michele
Assistant Hall Coordinator
University of Iowa
100 HillCrest Hall H308
Iowa City, IA 52242
Phone: (319) 335-9168
No. 19973 4E S

RIVERA, Santos
Assistant Dean of Students
Northeastern Illinois Univ
5500 North St. Louis
Chicago, IL 60625
Phone: (312) 583-4050
No. 14814 4E P

RIVERS, Anita
Acting Director
CSU- San Bernardino
5500 University Pkwy
San Bernardino, CA 92407-2397
Phone: (909) 880-5238
No. 21093 6 P

RIVERS, John
VP for Student Services
California State Univ.-Hayward
Warren Hall, Room 959
Hayward, CA 94542-3009
Phone: (415) 881-3646
No. 2486 6 V

RIVERS-JONES, Aline
Interim VP Stu Affairs/Dean
Spelman College
Box 1577-350 Spelman Ln,S.W.
Atlanta, GA 30314-4399
Phone: (404) 681-3643
No. 1485 3 V

RIZZO, Kristin
Graduate Assistant
1220 East-West Highway #822
Silver Spring, MD 20910
Phone: (301) 314-8385
Fax: (301) 314-9693
E-mail: KRIZZO@UMDACC.UMD.EDU
No. 20586 2 S

ROACH, Rebecca
George Washington University
2119 H St NW
Washington, DC 20052
Phone: (202) 994-7300
No. 18282 2 P

ROARK, JR., Eldridge
Vice President-Student Affairs
SUNY College Plattsburgh
Student Affairs Office
Plattsburgh, NY 12901
No. 2388 2 V

ROBB, Daniel J.
Director of Student Life
Bridgewater State College
109 Campus Center
Bridgewater, MA 02325
Phone: (508) 697-1273
Fax: (508) 697-1705
E-mail: DROBB@FRED.BSC.MASS.EDU
No. 21794 1 P

ROBBINS, Marrlee B.
541 Adams Road
Webster, NY 14580
Phone: (716) 385-8064
No. 10626 2 P

ROBEL, Barbara K.
Advisor For Greek Affairs
Kansas State University
Holton Hall 203
Manhattan, KS 66506
Phone: (913) 532-5546
Fax: (913) 532-4983
No. 1619 4W P

ROBERSON II, Roy W.
Coordinator Student Life Prgm
Transylvania University
300 North Broadway
Lexington, KY 40508
Phone: (606) 233-8550
No. 21126 3 P

ROBERTS, Adriene
Resident Director
202 E. Peabody Dr. Apt 102
Champaign, IL 61820
E-mail: aroberts@clark.urh.uiuc.edu
No. 19911 4E P

ROBERTS, Darby M.
Hall Director
University of Tennessee
405 Student Services Bldg.
Knoxville, TN 37996-0241
Phone: (615) 974-3191
No. 14206 3 P

ROBERTS, Dennis
Dean of Students
Lynchburg College
Student Affairs Office
Lynchburg, VA 24501
Phone: (804) 522-8227
No. 1030 3 V

ROBERTS, Gregory
Vice President Student Affairs
University of St. Thomas
Mail #4045, 2115 Summit Avenue
St. Paul, MN 55105
Phone: (612) 962-6120
No. 540 4E V

ROBERTS, Jack
Dean of Student Services
Western States Chiropractic C
2900 NE 132nd Ave
Portland, OR 97230
Phone: (503) 251-2802
No. 15773 5 A

ROBERTS III, Leonard
Asst. Dir. Residence Life
Rowan College of New Jersey
201 Mullica Hill Road
Glassboro, NJ 08028-1701
Phone: (609) 863-6067
E-mail: ROBERTS_L@ROWAN.EDU
No. 8861 2 P

ROBERTSON, Becky
Associate Dean of Students
Embry-Riddle Aeronautical Univ
600 S. Clyde Morris Blvd.
Daytona Beach, FL 32114-3900
Phone: (904) 226-6326
No. 19767 3 P

ROBERTSON, David C.
Coordinator-Student Leadership
San Diego State University
Student Resource Center
San Diego, CA 92182
Phone: (619) 594-5221
No. 10201 6 P

ROBERTSON, Don E.
Associate VP Student Affairs
Murray State University
P.O. Box 9
Murray, KY 42071-0009
Phone: (502) 762-6831
No. 1944 3 V

ROBERTSON, Joanie
Assistant Dean of Students
University of Oregon
364 Oregon Hall
Eugene, OR 97403
Phone: (503) 346-1133
No. 16847 5 P

ROBERTSON, Susan M.
Senior Resident Director
Regis University
3333 Regis Boulevard- SMB #444
Denver, CO 80221
Phone: (303) 964-5060
No. 19801 4W S

ROBESON, Robert J.
Asst. Dean of Student Life
Lehigh University
29 Trembley Drive
Bethlehem, PA 18015
Phone: (215) 758-4157
No. 14138 2 P

ROBILLARD, Marc
Director, Office of Housing
Boston University
985 Commonwealth Avenue
Boston, MA 02215
Phone: (617) 353-3502
No. 19823 1 P

ROBINDER, Keith E.
Hall Director
Colorado State University
HD Braiden Hall
Ft. Collins, CO 80521
Phone: (303) 495-5107
No. 18665 4W S

ROBINSON, Alfred
Exec. Asst. to VP Stu. Affairs
Lincoln University
820 Chestnut
Jefferson City, MO 65102-0029
Phone: (314) 681-5104
Fax: (314) 681-5082
No. 21105 4W P

ROBINSON, Andrew P.
Asso Dean Student Development
Keene State College
229 Main St
Keene, NH 03431
Phone: (603) 358-2841
No. 10623 1 P

ROBINSON, Brett H.
Director Student Development
Bacone College
2299 Old Bacone Road
Muskogee, OK 74403
Phone: (918) 683-4581
No. 19119 4W V

ROBINSON, Daniel C.
Univ. Prof.-Higher Education
Iowa State University
N232 Lagormarcino Hall
Ames, IA 50011
Phone: (515) 294-9550
No. 2115 4E P

ROBINSON, Debra
Dir. Counseling
Univ of Missouri-Rolla
204 Norwood Hall
Rolla, MO 65401
Phone: (314) 341-4025
No. 15094 4W P

ROBINSON, Douglas W.
V P for Student Services
Cal State Univ-Long Beach
1250 Bellflower Blvd
Long Beach, CA 90840
Phone: (213) 985-5587
No. 4222 6 V

ROBINSON, Janet G.
Assoc VC-Student Affairs
Higher Ed Coordinating Council
One Ashburton Place Room 1401
Boston, MA 02108
Phone: (617) 727-7785
No. 12755 1 A

ROBINSON, John
310 Sixth Street
Wind Gap, PA 18091
Phone: (717) 424-3607
Fax: (717) 424-3420
No. 19546 2 P

ROBINSON, John
International Student Coord.
Davis & Elkins College
Student Life Office
Elkins, WV 26241
Phone: (304) 636-1800
No. 21176 2 P

ROBINSON, Judith M.
Asst Dean, Alcohol&Drug Educ.
Boston College
O'Connell House 109
Chestnut Hill, MA 02167
Phone: (617) 552-8639
Fax: (617) 552-3473
No. 15489 1 P

ROBINSON, Lowell C.
Director, Student Resources
Mohawk Valley Community Coll.
1101 Sherman Drive
Utica, NY 13501
Phone: (315) 792-5325
Fax: (315) 792-5696
No. 21143 2 P

ROBINSON, Marie L.
Vice Chancellor Student Affs
Univ of Illinois-Chicago
2801 UH 601 S. Morgan MC 600
Chicago, IL 60607-7127
Phone: (312) 996-7654
No. 7277 4E V

ROBINSON, Mary E.
Director
St Louis University
20 N. Grand Ave.
St Louis, MO 63103
Phone: (314) 658-2822
No. 10452 4W P

ROBINSON, Mike
Dir-Athletics, Fitness & Rec.
Birmingham Southern College
Box A-41, 900 Arkadelphia Road
Birmingham, AL 35254
Phone: (205) 226-4936
No. 9706 3 P

ROBINSON, Patricia J.
Dept. Coord. of Residence Life
Iowa State University
1214 Friley Hall
Ames, IA 50012-0003
Phone: (515) 294-5636
No. 4747 4E P

ROBINSON, Robert
Assoc. Dir. Housing/Res. Life
George Mason University
Mailstop 3F6
Fairfax, VA 22030-4444
Phone: (703) 993-2726
No. 940180 3 P

ROBINSON, Thomas B.
Vice Chancellor Student Affairs
U of Massachusetts-Amherst
319 Whitmore Bldg
Amherst, MA 01003
Phone: (413) 545-2333
No. 2598 1 V

ROBINSON, Walter A.
Asst Director, Student Union
CA State University - Fresno
5280 N. Jackson Room 306
Fresno, CA 93740-0036
Phone: (209) 226-4257
Fax: (209) 278-7796
No. 20453 6 P

ROBINSON, William C.
Vice Chancellor
Univ of Tennessee-Memphis
800 Madison, Suite 3095 AC
Memphis, TN 38163
Phone: (901) 577-4860
No. 7289 3 V

ROBINSON, Willie L.
Assistant Dean Student Service
University of Florida
P202 Peabody Hall
Gainesville, FL 32611-2058
Phone: (904) 392-1261
E-mail: Willie_Robinson@SFA.UFL.EDU
No. 10765 3 P

ROBISON, Ruth E.
Psychometrist
University of Hawaii at Hilo
Student Svcs/200 W. Kawili St.
Hilo, HI 96720-4091
Phone: (808) 933-3423
Fax: (808) 933-3691
No. 20587 6 P

ROCKAFELLOW, Donald
Dean of Students
Mid-Plains Community College
621 Sioux Lane
North Platte, NE 69101
Phone: (308) 532-8740
No. 472 4W A

ROCKENSIES, Ken
Residence Education Coord.
Longwood College
Farmville, VA 23901
Phone: (804) 395-2693
No. 9007 3 P

ROCKHOLD, Tina
Director of Student Activities
William Jewell College
500 College Hill
Liberty, MO 64068
Phone: (816) 781-7700
No. 20395 4W P

ROCKINGHAM, Constance T.
VP for Student Affairs
SIU at Edwardsville
Campus Box 1058
Edwardsville, IL 62025
Phone: (618) 692-2020
No. 9308 4E V

ROCKMAN, Adam L.
Resident Director
University of Illinois
1010 W. Illinois Street
Urbana, IL 61801
Phone: (217) 333-4640
E-mail: twrd1@ux1.cso.uiuc.edu
No. 21042 4E P

ROCKOFF, Sheila
Director of Health Services
Rancho Santiago College
13834 Comanche
Tustin, CA 92680
Phone: (714) 730-5571
No. 18683 6 F

RODAK, Dawn Allison
Director Career Services
Stetson University
13 B Sanford Ave
DeBary, FL 32713
Phone: (904) 822-7315
Fax: (904) 822-7387
E-mail: RODAK@SUVAX1.STETSON.EDU
No. 15348 3 P

RODDAY, Debbie
Hall Director
University of Tennessee
405 Student Services Building
Knoxville, TN 37996-0241
Phone: (615) 974-3410
E-mail: PA155668.UTKVMI.UTK.EDU
No. 15465 3 P

RODENBERG, Harriet
Chairman
National Panhellenic Conf.
531 W. 83rd Pl.
Indianapolis, IN 46260
Phone: (317) 274-5053
No. 20841 4E P

RODERICK, Jo Ann
National President
Pi Beta Phi
701 Graystone
Stillwater, OK 74074
Phone: (405) 624-0755
No. 18479 4W SMN

RODGERS, Robert
Associate Professor, Ed & Psy
Ohio State University
301 Ramseyer Hall
Columbus, OH 43210
Phone: (614) 292-7703
No. 1902 4E P

RODGERS, Ruth R.
VP Student Development
St. Mary's University
One Camino Santa Maria
San Antonio, TX 78228-8582
Phone: (210) 436-3331
Fax: (210) 436-3300
No. 8275 3 V

RODINO, Lisa Darr
Director of Residence Life
College of Saint Elizabeth
2 Convent Rd
Convent Station, NJ 07961
Phone: (201) 292-6432
No. 14699 2 P

RODRIGUEZ, Jose
Dean of Student Life
St. John's University
Grand Central & Utopia Parkway
Jamaica, NY 11439
Phone: (718) 990-6774
No. 15694 2 P

RODRIGUEZ, Ramon
Assoc. VP Student Affairs
SUNY College Farmingdale
Farmingdale, NY 11735
Phone: (516) 420-2264
No. 21151 2 P

RODRIGUEZ, Reuban
Director of Student Activities
Whittier College
P.O. Box 634
Whittier, CA 90608-0634
Phone: (310) 907-4223
E-mail: rrodriguez@poets.whittier.edu
No. 20687 6 P

RODRIGUEZ JR., Carmelo
Acting Dir/Co-Curricular Life
City College of New York
138th St&Convent Ave NAC 1/210
New York, NY 10031
Phone: (212) 650-5001
No. 21926 2 A

ROEDER, Jerry
Residence Director
Plymouth State College
PO Box 841
Plymouth, NH 03264
Phone: (603) 535-2605
No. 15270 1 P

ROGER, Andrew P.
Area Coordinator
King's College
133 N. River Street
Wilkes Barre, PA 18711
Phone: (717) 826-5802
Fax: (717) 826-5937
No. 19068 2 P

ROGERS, Dan L.
Dir. of Youth Children
Hoffman Youth Center
100 S. Main
Henderson, KY 42420
Phone: (217) 581-8050
No. 18094 3 S

ROGERS, Debra
Assoc. Dean of Students
Pitzer College
1050 N. Mills Avenue
Claremont, CA 91711
Phone: (714) 621-8555
Fax: (909) 621-8521
No. 14472 6 P

ROGERS, Donna
Asst. Dir., Student Life
The Univ. of Texas at Dallas
Box 830688 SU21
Richardson, TX 75083
Phone: (214) 690-2070
Fax: (214) 690-2112
No. 21671 3 P

ROGERS, George
Dean of Students
Bethel College
300 E 27th Street
North Newton, KS 67117
Phone: (316) 283-2500
Fax: (316) 284-5286
No. 7360 4W V

ROGERS, Judi
Director of Student Affairs
University of Pennsylvania
The Wharton School-216 Vance
Philadelphia, PA 19104-6362
Phone: (215) 898-4968
No. 9471 2 P

ROGERS, Judy L.
Associate Professor
Miami University
Educ.Leadership, 350 McGuffey
Oxford, OH 45056
Phone: (513) 529-6825
No. 3833 4E P

ROGERS, Keri L.
Director of Student Activities
West Texas A&M University
Box 914
Canyon, TX 79016
Phone: (806) 656-2313
Fax: (806) 656-2926
No. 18500 3 P

ROGERS, Krista
Rt. 4, Box 1215
Red Bay, AL 35582
Phone: (205) 345-9247
No. 20492 3 S

ROGERS, Raymond C.
Grad. Asst. Program Advisor
Central Missouri State Univ.
P.O. Box 735
Warrensburg, MO 64093-0735
Phone: (816) 543-1782
Fax: (816) 543-4181
No. 21400 4W S

ROGERS, Russell
500 N. Michigan Ave #1920
Chicago, IL 60611
Phone: (312) 946-8879
No. 5598 4E P

ROGERS, W. Timothy
Dean of Students
University of Tennessee
Ste. 413 Student Services Bldg
Knoxville, TN 37996-0100
Phone: (615) 974-3179
No. 20906 3 P

ROGOWSKI JR., Edward M.
Counselor
NH Tech. College, Stratham
277 Portsmouth Avenue
Stratham, NH 03885-2297
Phone: (603) 772-1194
Fax: (603) 772-1198
No. 20855 1 P

ROHEL, Donald
Assistant Director/Union
Cal Polytech State University
Bldg. 35, 3801 W. Temple Ave.
Pomona, CA 91768
Phone: (909) 869-2836
No. 657 6 P

ROHR, Peggy
Student Life Coordinator
Wesley College
Box 53
Dover, DE 19901
Phone: (302) 736-2379
No. 20256 2 P

ROIA, Frank
Dean of Students
Philadelphia Col Pharm & Sci
600 S. 43rd Street
Philadelphia, PA 19104
Phone: (215) 596-8951
No. 362 2 V

ROJAS, Heidi M.
Director of Student Activities
Loras College
Box 78
Dubuque, IA 52004-0178
Phone: (319) 588-7417
No. 21918 4E P

ROK, John J.
VP - Student Development
Salve Regina University
100 Ochre Point Avenue
Newport, RI 02840
Phone: (401) 847-6650
No. 7423 1 V

ROLAND, Rosalind V.
Asst Dir Residence Life/Greek
St. Mary's University
One Camino Santa Maria Box 77
San Antonio, TX 78228
Phone: (210) 436-3714
Fax: (210) 436-3300
No. 17326 3 P

ROLLINS, Tiffany
Quad Director
Brandeis University
Campus Life, Usdan 114
Waltham, MA 02254-9110
Phone: (617) 736-5752
No. 18829 1 P

ROMANIN, Thomas P.
Assoc. VP/Ed. & Stu. Services
University of Northern Iowa
103 Student Services Center
Cedar Falls, IA 50614-0382
Phone: (319) 273-2332
Fax: (319) 273-5832
E-mail: romanin@uni.edu
No. 21699 4E P

ROMANO, Renee
Director, Maucker Union
University of Northern Iowa
Maucker Union
Cedar Falls, IA 50614-0167
Phone: (319) 273-2257
E-mail: Romano@uni.edu
No. 19689 4E P

ROMANO, Sylvia Lopez
Director, Outreach Programs
Cal State Univ-Chico
2nd and Chestnut Streets
Chico, CA 95929-0722
Phone: (916) 898-4428
No. 18822 6 P

ROMANO, Xavier E.
VP for Student Services
Holy Names College
3500 Mountain Blvd.
Oakland, CA 94610-1699
Phone: (510) 436-1113
Fax: (510) 436-1199
E-mail: XROMANO@SCUACC.SCU.EDU
No. 21404 6 A

ROMBALSKI, Patrick
Director of Residence Life
University of Scranton
Office of Residence Life
Scranton, PA 18510
Phone: (717) 941-7680
E-mail: ROMBALSKINP1@UOFS.EDU
No. 9752 2 P

ROME, Kevin
Academic Dev. Specialist
Cal Poly San Luis Obispo
Housing Department
San Luis Obispo, CA 93407
Phone: (805) 756-1226
Fax: (805) 756-5666
No. 21446 6 P

ROMERO, Patricia
Asst Dir Student Affairs
U of California-Systemwide
300 Lakeside Dr. 17th Floor
Oakland, CA 94612
No. 2162 6 A

RONEY, Marlesa A.
Associate Registrar-Research
Purdue University
1095 Hovde
West Lafayette, IN 47907-1095
Phone: (317) 494-6161
Fax: (317) 494-0570
E-mail: Roney@vm.cc.purdue.edu
No. 5069 4E P

ROONEY, Dave
Assistant Dean Student Affairs
Cal State Univ-Sacramento
6000 J Street
Sacramento, CA 95626
Phone: (916) 278-6060
E-mail: ROONEYD@CCVAX.CCS.CSUS.EDU
No. 19850 6 P

ROONEY, Gail S.
VP for Student Development
Briar Cliff College
3303 Rebecca Street
Sioux City, IA 51104
Phone: (712) 279-5406
No. 2478 4E V

ROONEY, Gerard
Dean of Admissions
Saint Francis College
PO Box 600
Loretto, PA 15940
Phone: (814) 472-3100
No. 20344 2 P

ROONEY, Michael
District Dir Student Development
Maricopa Community College
2411 W. 14th St
Tempe, AZ 85281
Phone: (602) 731-8024
No. 18803 6 A

ROONEY, Paula M.
Vice President-Student Affairs
Babson College
Office of Student Affairs
Babson Park, MA 02157-0310
Phone: (617) 239-4218
Fax: (617) 239-5567
E-mail: ROONEY@BABSON.EDU
No. 1368 1 V

ROOP, Camille L.
750 Hethwood Blvd 1300 I
Blacksburg, VA 24060
Phone: (703) 552-6736
No. 20332 3 S

ROOT, Tom L.
Coord. of Branch Campus Admis.
Univ. of New Mexico
Rm. 146 Stu. Serv. Center
Albuquerque, NM 87131-2046
Phone: (505) 277-5822
Fax: (505) 277-6686
E-mail: TROOT@HYDRA.UNM.EDU
No. 21078 4W P

ROPER, Larry
Vice President-Student Affairs
St John Fisher College
3690 East Avenue
Rochester, NY 14618
Phone: (716) 385-8229
E-mail: ROPER@FISHER.SJFC.EDU
No. 2675 2 V

ROSADO, Josh
1431 Brook Road
San Marcos, CA 92069-3225
Phone: (619) 740-0378
Fax: (619) 740-1121
E-mail: ROSADOJ@CGSVAX.CLAREMONT.EDU
No. 20714 6 S

ROSCOE, Jack
Director of Residence Life
University of Portland
5000 N. Willamette Blvd
Portland, OR 97203
Phone: (503) 283-7205
No. 11428 5 P

ROSE, Patrick J.
Director of Student Affairs
120 Ridgeview Drive
Dunmore, PA 18512
Phone: (717) 343-0816
No. 4432 2 P

ROSE, Robin
Dean of Student Life
Brown University
Box P
Providence, RI 02912
Phone: (401) 863-3145
No. 1739 1 V

ROSE, Todd
Director of Student Life
Baldwin-Wallace College
PO Box 765
Berea, OH 44017
Phone: (216) 826-2441
No. 18276 4E P

ROSENBERG, Michael J.
3202 N. Country Club Rd. #E-76
Tucson, AZ 85716
Phone: (602) 321-9665
No. 20623 6 S

ROSENBLATT, Howard S.
Dir. MA Clinical Practice Prog
University of Hartford
200 Bloomfield Avenue
W. Hartford, CT 06117
Phone: (203) 768-5230
Fax: (203) 768-5292
No. 20438 1 P

ROSENFIELD, Ellie
Nat'l Tech. Inst. for Deaf
RIT - Mark Ellingson Hall
52 Lomb Memorial Drive
Rochester, NY 14623-5604
Phone: (716) 475-6202
Fax: (716) 475-6500
E-mail: EDRDHO@RIT.EDU
No. 1973 2 P

ROSENZWEIG, Joy
1405 Innisbrook Circle
Upland, CA 91784
Phone: (909) 949-0099
E-mail: ROSENZWJ@CGSVAX.CLAREMONT.EDU
No. 20370 6 S

ROSIA, Thomas
Associate Director
SUNY College Brockport
114 Hazen Hall
Brockport, NY 14420
Phone: (716) 395-2108
No. 19091 2 P

ROSS, Anthony
Associate to the President
Wichita State University
1845 No. Fairmount
Wichita, KS 67260
Phone: (316) 689-3001
E-mail: ross@wsuhub.u.c.twsu.edu
No. 8655 6 P

ROSS, Elizabeth C.
408 First St. #2
College Station, TX 77840
Phone: (409) 845-1133
Fax: (409) 847-8854
No. 20938 3 S

ROSSER, Betsy
Assistant Director
SUNY College Brockport
103 Hazen Hall
Brockport, NY 14420
Phone: (716) 395-2122
No. 19567 2 P

ROSSER, William R.
Vice President-Student Affairs
Augsburg College
731 21st Avenue, South
Minneapolis, MN 55454
Phone: (612) 330-1160
E-mail: rosser@augsburg.edu
No. 11417 4E V

ROSSI, Richard E.
Asst VP for Student Services
Creighton University
104 Swanson Hall
Omaha, NE 68178
Phone: (203) 254-4000
No. 828 4W P

ROSSON, Peggy
Coord. of Student Advising
University of the Pacific
Stockton, CA 95211
Phone: (209) 946-2083
No. 20189 6 P

ROTH, Patricia S.
Assistant to Vice President
La Roche College
9000 Babcock Blvd
Pittsburgh, PA 15237-5898
Phone: (412) 367-9300
No. 12337 2 P

ROTH, Stephen
Dean Of Student Services
Canisius College
2001 Main Street
Buffalo, NY 14208
Phone: (716) 888-2522
No. 4642 2 P

ROUSE, Mary
Dean of Students
Univ of Wisconsin-Madison
109 Bascom Hall
Madison, WI 53706
Phone: (608) 263-5702
No. 10446 4E V

ROUSSEAU, Jeanette M.
Residence Director
Westfield State College
Box 257 Parenzo Hall
Westfield, MA 01086
Phone: (413) 568-3311
No. 15679 1 P

ROUSSO, Regina S.
Director of Residence Life
University of Cincinnati
M. L. #45
Cincinnati, OH 45221-0045
Phone: (513) 556-6460
E-mail: REGINA.ROUSSO@UC.EDU
No. 17433 4E P

ROUTE, Annie I.
Student Activities Coordinator
University of Alaska-Anchorage
3211 Providence Drive
Anchorage, AK 99508
Phone: (907) 786-1213
No. 11299 5 P

ROWE, Brian
Area Director
University of Tampa
401 West Kennedy Blvd Box 63F
Tampa, FL 33606-1490
Phone: (813) 253-6258
No. 17712 3 P

ROWE, Kathy
Director of Student Activities
Southern Methodist University
P.O. Box 436 SMU
Dallas, TX 75275
Phone: (214) 768-4400
Fax: (214) 768-4429
No. 18117 3 P

ROWE, Linda P.
Assistant Director
Marshall University
5731 East Glen Carla Drive
Huntington, WV 25705-2103
Phone: (304) 696-6208
E-mail: DSL010@MARSHALL.WVNET.EDU
No. 11591 2 P

ROWLAS, Julie Lyn
Program Specialist
University of Wyoming
102 S. 5th Street
Laramie, WY 82070
No. 17982 4W P

ROWLEY, Michael D.
Grad. Stu., Stu. Personnel Svs
Northwestern State University
126 Behan
Natchitoches, LA 71457
Phone: (318) 352-9014
No. 21860 3 S

ROY, Daniel
Director, Student Special Srvc
U of California-Davis
South Silo
Davis, CA 95616
Phone: (916) 752-2007
No. 3847 6 P

ROY, Nora
Chief Student Affairs Officer
Univ of Wisconsin Centers
P.O. Box 8680
Madison, WI 53708-8680
Phone: (608) 263-1794
No. 8663 4E V

ROYALL, Carole D.
Counselor/Asst. to Dir Stu Svs
John Tyler Community College
13101 Jefferson Davis Highway
Chester, VA 23831
Phone: (804) 323-2376
No. 21819 3 P

ROZEBOOM, Dave
Kilhefner Residence Director
RHA Advisor
Ashland University
Ashland, OH 44805
Phone: (419) 289-5814
No. 20856 4E S

RUBIN, Tracy
Assistant Hall Director
Ohio State University
85 Curl Dr Norton Couplex
Columbus, OH 43210
Phone: (614) 292-4331
No. 18814 4E S

RUBINO, John
Dean for Student Affairs
Husson College
Student Affairs Office
Bangor, ME 04401
Phone: (207) 941-7107
Fax: (207) 941-7988
No. 1488 1 V

RUBINSTEIN, Reena
1208 Bemtley Court
Columbia, SC 29210
Phone: (803) 750-6772
No. 21992 3 S

RUBISCH-GISLER, Susan
Coord-U Student Judicial System
University of Pittsburgh
738 William Pitt Union
Pittsburgh, PA 15260
Phone: (412) 648-7918
No. 12009 2 P

RUBY, Roy
Vice President-Student Affairs
Mississippi State University
P. O. Drawer D S
Mississippi State, MS 39762
Phone: (601) 325-3045
E-mail: student_affairs_vp@admin.msstate.ed
No. 2446 3 V

RUDOLPH, Lynn
109 Kinkaid Road
Annapolis, MD 21402-1000
Phone: (804) 480-0215
No. 20669 2 P

RUDOLPH, S. Edwina
Dean of Student Services
Georgian Court College
Lakewood, NJ 08701
Phone: (201) 364-2200
No. 10655 2 V

RUDY, Donna
Asst to VP Student Affairs
Northeastern Illinois Univ.
5500 N. St. Louis Ave,RM B-104
Chicago, IL 60625-4699
Phone: (312) 794-2866
No. 16885 4E P

RUDY, Joel S.
Dean of Students
Ohio University
212 Cutler Hall
Athens, OH 45701
Phone: (614) 593-2561
E-mail: RUDY@OUVAXA.CATS.OHIOU.EDU
No. 360 4E V

RUE, Penny
Director of Student Programs
Georgetown University
316 Leavey Center
Washington, DC 20057
Phone: (202) 687-3704
Fax: (202) 687-8940
E-mail: ruep@guvm.ccf.georgetown.edu
No. 11962 2 P

RUEL, Martha
Dir./Univ. Scholarship Center
University of Kansas
33 Strong Hall
Lawrence, KS 66045
Phone: (913) 864-5439
No. 15868 4W P

RUGGERIO, Paul
Graduate Student
Syracuse University
400 East Main Street, Apt. I-3
Endicott, NY 13760
Phone: (607) 748-1198
No. 20440 2 S

RUGGIERO, Karla L.
Assistant Coordinator
Indiana University
A 427 Briscoe Hall
Bloomington, IN 47406
Phone: (812) 857-3368
No. 20678 4E S

RUHE, Christopher
Asst. Dir. of Residence Life
University of Notre Dame
315 Main Building
Notre Dame, IN 46556
Phone: (219) 631-5550
Fax: (219) 631-5656
No. 20818 4E P

RUMMEL, Robert E.
Dean Of Students
Castleton State College
Castleton, VT 05735
Phone: (802) 468-5113
E-mail: RUMMELR@VSCACS.VSC.EDU
No. 5670 1 V

RUND, James
Dean, Student Development
Arizona State University
Box 870212
Tempe, AZ 85287-0212
Phone: (602) 965-7934
E-mail: ISTJAR@ASUVM.INRE.ASU.EDU
No. 20156 6 P

RUNDBLAD, Mythili K.
Graduate Asst.-Intern'l Prog.
Southern Ill. U-Carbondale
2301, S. Illinois #39
Carbondale, IL 62901
Phone: (618) 549-7048
No. 18317 4E S

RUNRILL, JR., Phillip D.
University of Arkansas
901 W. Dickson St. Apt D-3
Fayetteville, AR 72701
Phone: (501) 575-3656
No. 18583 4W S

RUSBOSIN, Robert H.
Director of Student Services
Miami Univ.-Hamilton
1601 Peck Blvd 100 Mosler Hall
Hamilton, OH 45011
Phone: (513) 863-8833
No. 15004 4E V

RUSHER, Annette Williams
959 Mallard Creek Road
Louisville, KY 40207
Phone: (502) 896-9228
No. 18079 3 S

RUSHING, Jane F.
Director of Student Budgets
Tulane University
Rm 209, University Center
New Orleans, LA 70125
Phone: (504) 865-5141
No. 15234 3 P

RUSNAK, Alan W.
Director, Counseling Center
Slippery Rock University
107 Malthy Center
Slippery Rock, PA 16057
Phone: (412) 738-2134
No. 15152 2 P

RUSSEL, Michael D.
Assistant Dean of Students
Texas Christian University
Box 32917
Fort Worth, TX 76129
Phone: (817) 921-7855
Fax: (817) 921-7333
E-mail: RUSSEL@GAMMA.IS.TCU.EDU
No. 5320 3 P

RUSSELL, Gordon
Associate Registrar
Univ of Colorado-Boulder
Regent 105, CB 20
Boulder, CO 80309-0020
Phone: (303) 492-4855
Fax: (303) 492-8748
E-mail: russell@kailua.colorado.edu
No. 17313 4W A

RUSSELL, Margaret H.
Admissions Counselor
Univ of Tennessee-Knoxville
502 Covebrook Lane
Knoxville, TN 37919
Phone: (615) 974-2184
No. 12857 3 P

RUSSELL, Yvonne
Dean of Students
College of Santa Fe
Student Life Office
Santa Fe, NM 87501
Phone: (505) 473-6221
No. 1829 4W V

RUSSIAN, Lincoln L.
Simpson College
Box 3449
Indianola, IA 50125
No. 20534 4E H

RUSSO, Mary Ellen
Resident Director
Franklin Pierce College
Res. Life/P.O. Box 60
Rindge, NH 03461-0060
Phone: (603) 899-4177
No. 19329 1 P

RUTGERS, Victor H.
195 Willemsparkweg Apt. HS
Amsterdam NL 1071 HA
NETHERLANDS
No. 19587 1 A

RUTHER, Marva K.
237 S. Franklin Avenue
Ames, IA 50014
Phone: (515) 292-2553
No. 20715 4E S

RUTHERFORD, Vancenia
Dean of Students
Russell Sage College
Cowee Hall
Troy, NY 12180
Phone: (518) 270-2212
No. 12338 2 V

RYAN, D. Michael
Asso Dean Student Development
Boston College
McElroy 231
Chestnut Hill, MA 02167
Phone: (617) 552-3470
No. 4327 1 P

RYAN, Dan
Advocate-Stu with Disabilities
Canisius College
2001 Main Street
Buffalo, NY 14208
Phone: (716) 888-2475
Fax: (716) 888-3190
E-mail: ryan@canisius.edu
No. 15151 2 P

RYAN, Dudley
Vice President-Student Service
University of Central Oklahoma
100 N University Drive
Edmond, OK 73034
Phone: (405) 341-2980
No. 2494 4W V

RYAN, Judith S.
Acting Vice President
University of Southern Maine
96 Falmouth Street
Portland, ME 04103
Phone: (207) 780-4035
No. 1000 1 V

RYAN, Mary Ann
Director of University Housing
Central Missouri State Univ
1000 Coventry Court
Warrensburg, MO 64093
Phone: (816) 429-4534
No. 6470 4W P

RYAN, Robin P.
Asst Director of Admissions
University of New Mexico
Student Services Center 141
Albuquerque, NM 87131
Phone: (505) 277-3430
No. 14526 4W P

RYAN, Terrance W.
Dean of Students
Dakota State University
Madison, SD 57042
Phone: (605) 256-5146
No. 2441 4W V

RYAN, Thomas
Dean of Student Affairs
Broward Community College
3501 Davie Road
Ft. Lauderdale, FL 33314
Phone: (305) 475-6523
No. 1493 3 P

RYBURN-LAMONTE, Terri
Coord. of Parent Services
Illinois State University
3090 - Parent Services
Normal, IL 61790-3090
Phone: (309) 438-3753
No. 20699 4E P

RYDER, Reginald D.
Director Multicultural Affairs
Alleghany College
Bentley Hall
Meadville, PA 16335
Phone: (814) 332-3332
No. 19652 2 P

RYLEY, Jennifer
Boston College
118 McElroy Commons
Chestnut Hill, MA 02167
Phone: (617) 552-0988
No. 20986 1 S

S

SAAVEDRA, Rebecca
Director, Campus Life
University of Texas
301 University
Galveston, TX 77555-1316
Phone: (409) 772-1996
No. 18786 3 A

SABY, Erika D.
House Dir-Residential Services
Bowling Green State University
425 Student Services Building
Bowling Green, OH 43403
Phone: (419) 372-8041
No. 20866 4E S

SADAUSKAS-HARMON, Patricia A.
Residence Hall Director
SUNY Fredonia
P.O. Box 513
Fredonia, NY 14063
Phone: (603) 862-1489
No. 19302 2 P

SADDLEMIRE, John R.
Dir-Residence Life
Elizabethtown College
1 Alpha Drive
Elizabethtown, PA 17022-2298
Phone: (717) 361-1197
No. 16857 2 P

SADINSKY, Scott D.
University of Connecticut
P.O. Box 70
Storrs, CT 06268
Phone: (203) 486-0974
No. 20987 1 S

SADLER, Leslie
Area Director
CB# 5500, Carr Building
Chapel Hill, NC 27599-5500
Phone: (919) 962-9701
No. 13023 3 P

SADLER, W. Samuel
Vice President-Student Affairs
College of William & Mary
James Blair Hall
Williamsburg, VA 23185
Phone: (804) 221-1236
Fax: (804) 221-1240
No. 2197 3 V

SAELENS, Patricia M.
Assistant Dir./Memorial Union
Arizona State University
Memorial Union
Tempe, AZ 85287-0901
Phone: (602) 965-9637
Fax: (602) 965-5834
E-mail: ICPZS@ASUVM.INRE.ASU.EDU
No. 11072 6 P

SAEMANN, Ann C.
Asst Dir, Career Development
University of Cincinnati
Mail Loc #115, Career Develop
Cincinnati, OH 45221
Phone: (513) 556-3471
No. 16849 4E P

SAFLEY, Michael W.
Vice President-Student Affairs
Methodist College
5400 Ramsey Street
Fayetteville, NC 28311
Phone: (919) 488-7110
No. 8253 3 V

SAGARIA, Mary Ann
Assoc. Prof./Dept. of ED P&L
OH St. Univ./301 Ramseyer Hall
29 W. Woodruff Avenue
Columbus, OH 43210-1177
Phone: (614) 292-3614
No. 21011 4E P

SAGONA, James L.
Vice President
Ohio Dominican College
1216 Sunbury Road
Columbus, OH 43219
Phone: (614) 251-4595
No. 18471 4E P

SAILER, Mary Ellen
Special Asst to V. Chancellor
Univ of Massachusetts-Amherst
319 Whitmore Admin Bldg
Amherst, MA 01003
Phone: (413) 545-2300
E-mail: mesailer@stuaf.umass.edu
No. 9855 1 P

SAILERS, Miriam
Associate Dean of Students
Messiah College
Student Life Office
Grantham, PA 17027
Phone: (717) 691-6041
No. 14922 2 P

SAKER, Julie A.
Director of Student Life
Saint Louis University
20 N. Grand Boulevard
St. Louis, MO 63103
Phone: (314) 658-2805
No. 20627 4W P

SAKURAI-HORITA, Jon
Director, Career Services Ctr
University of San Francisco
2130 Fulton St
San Francisco, CA 94117
Phone: (415) 666-6216
No. 9317 6 P

SALATA, Shawn O.
1500 Avondale
Ann Arbor, MI 48103
Phone: (313) 663-4207
No. 19123 4E S

SALAZAR, Gerardo
Bolsa de Trabajo del ITESM
Av Eugenio Garza Sada 2501 Sur
Monterrey, Nuevo Leon
MEXICO 64849
No. 21773 3 S

SALAZAR, Guadalupe
Director
Colorado State University
178 Lory Student Center
Fort Collins, CO 80523
Phone: (302) 491-5722
No. 15701 4W P

SALERNO, James J.
Assistant Director of Housing
Case Western Reserve Univ.
115 Yost Hall 10900 Euclid Ave
Cleveland, OH 44106-7061
Phone: (216) 368-3780
Fax: (216) 368-6658
E-mail: jjs4@cwru.edu
No. 9133 4E P

SALISBURY, Hal
Vice President Student Affairs
Trident Technical College
P.O. Box 118067
Charleston, SC 29423
Phone: (803) 572-6010
No. 16979 3 A

SALMI, Richard
188 Beacon Street
Chestnut Hill, MA 02167
Phone: (617) 739-0224
No. 18190 1 S

SALOIS, Michael
Career Counselor
Azusa Pacific University
2530 E. Street
La Verne, CA 91750
Phone: (909) 593-6921
No. 21024 6 S

SALSBERRY, R. Scott
Asst. Dir. Housing & Res. Life
Muhlenberg College
2400 Chew Street
Allentown, PA 18104-5586
Phone: (610) 821-3180
Fax: (610) 821-3234
No. 15651 2 P

SALTERS, Betty
Director-Student Activities
Tennessee Technological Univ
Box 5086
Cookeville, TN 38501
Phone: (615) 372-3237
No. 2353 3 A

SALTRELLI, Louis F.
Dean of Student Services
Stonehill College
Washington Street
North Easton, MA 02357
Phone: (508) 230-1363
No. 1438 1 V

SALTSMAN, Elizabeth Holland
3683 Louisville Road
Bardstown, KY 40004-8713
Phone: (502) 745-2691
No. 19461 3 S

SALVADOR, Susan M.
Assistant Director Counseling
Monroe Community College
1000 East Henrietta Road
Rochester, NY 14623
Phone: (716) 292-2257
No. 21086 2 P

SAMMONS, Dallas
Assistant Director, Housing
Morehead State University
Box 2525, Thompson Hall
Morehead, KY 40351
Phone: (606) 783-2060
E-mail: d.sammons@msuacad.morehead.st.edu
No. 7521 3 P

SAMPLE, Leah
Program Specialist, ASUW
University of Wyoming
Wyoming Union, Room 215
Laramie, WY 82071
Phone: (307) 766-6340
E-mail: lasample@uwyo.edu
No. 19098 4W P

SAMPSON, Catherine M.
Associate Dir, Residence Life
University of the Pacific
Knoles Hall-1st Floor
Stockton, CA 95211
Phone: (209) 946-2331
No. 7379 6 P

SAMUELS, Douglas N.
Director Residence Life
Johnson State College
Johnson, VT 05656
Phone: (802) 635-2356
No. 18493 1 P

SANBORN, Bob
Associate Dean for Student Affairs
Rice University
PO Box 1892
Houston, TX 77251
Phone: (713) 527-4055
No. 11987 3 P

SANCHEZ, Carmen
Dir. Stu. Development
Atlantic Community College
5100 Black Horse Pike
Mays Landing, NJ 08330
Phone: (609) 343-5087
Fax: (609) 343-4914
No. 21448 2 P

SANDEEN, C. Arthur
Vice President-Student Affairs
University of Florida
129 Tigert Hall
Gainesville, FL 32611
Phone: (904) 392-1274
UFVPAS AT NERVM
No. 1007 3 V

SANDERS, Cindy
Asst. to the Registrar
University of Kansas
121 Strong Hall
Lawrence, KS 66045
Phone: (913) 864-4472
Fax: (913) 864-5320
No. 21259 4W S

SANDERS, Issac W.
VP Enrollment Management
Tuskegee University
211 Kresge Center
Tuskegee, AL 36088
Phone: (205) 727-8421
No. 2731 3 V

SANDERS II, J. Douglas
P.O. Box 566
Salem, VA 24153
No. 20196 3 P

SANDERS, Sandi
VP Student Services
Westark Community College
PO Box 3649
Fort Smith, AR 72913
Phone: (501) 788-7014
No. 17127 4W A

SANDERS, Sherri
Assistant Dean of Students
The University of TX at Austin
P.O. Box 7849
Austin, TX 78713-7849
Phone: (512) 471-9700
Fax: (512) 471-7833
No. 20707 3 P

SANDFORT, Melissa
Grad. Residence Hall Director
1632 Engel Road
Lawrence, KS 66045
Phone: (913) 864-4925
No. 20570 4W S

SANDLER, JR., William W.
Dean of Students
University of Miami
PO Box 248106
Coral Gables, FL 33158
Phone: (305) 284-5353
No. 15784 3 P

SANDOVAL, Vanessa Fowler
6833 South Roosevelt Street
Tempe, AZ 85283
Phone: (602) 756-2225
No. 20839 6 S

SANDRUCK, Robert
Asst Dir Student Activities
University of Scranton
Gunster Center
Scranton, PA 18510-4655
Phone: (717) 941-7680
No. 16951 2 P

SANDWEISS, Naomi J.
Asst. Dir. Women's Collective
Scripps College
1030 Columbia Avenue
Claremont, CA 91711
Phone: (909) 621-8180
Fax: (909) 621-8323
No. 21665 6 P

SANFORD, Cheryl Marie
Grand Valley State University
10235 42nd Avenue, Apt. #4111
Allendale, MI 49401
No. 20559 4E H

SANFORD, Michele
750 Hunter Moll Rd. #8700 I
Blacksburg, VA 24060
Phone: (703) 951-4358
No. 18654 3 S

SANFORD-HARRIS, Judith
Dean of Student Affairs
Bunker Hill Community College
250 New Rutherford Avenue
Boston, MA 02129
Phone: (617) 241-8600
No. 20690 1 V

SANSEVIRO, Michael
Director of Student Life
Polytechnic University
901 Rte. 110
Farmingdale, NY 11735
Phone: (516) 755-4245
No. 15413 2 P

SANTIAGO, JR., George
Assoc. Director, EOP
Rider University
2083 Lawrenceville Road
Lawrenceville, NJ 08648-3099
Phone: (609) 896-5381
No. 15585 2 P

SAPP, Kimberly D.
417 W. Aspen
Flagstaff, AZ 86001
Phone: (602) 774-7225
No. 20306 6 S

SARABIA, Louis
Director-Chicano Programs
New Mexico State University
Box 4188
Las Cruces, NM 88003
Phone: (505) 646-4206
Fax: (505) 646-5291
No. 6127 4W P

SARGENT, Judy
Dir. of University Apartments
University of North Dakota
P.O. Box 9029
Grand Forks, ND 58202-9029
Phone: (701) 777-3763
E-mail: ndsuvm1sargent
No. 543 4W P

SARGENT, Tiffany
Director of Student Activities
Middlebury College
McCullough Hall
Middlebury, VT 05753
Phone: (802) 388-3711
No. 20935 1 A

SARTAIN, S. L.
Dean of Students
Park College
8700 Riverpark Dr
Parkville, MO 64152
Phone: (816) 741-2000
Fax: (816) 741-4911
No. 8657 4W A

SARWESO, Bernard
Graduate Student
Indiana Univ. of Pennsylvania
Indiana, PA 15705
Phone: (412) 357-2235
Fax: (412) 357-4079
No. 21715 2 S

SASS, Carina P.
Coord of Volunteer Programs
Arizona State University
Student Life Office
Tempe, AZ 85287-0512
Phone: (602) 965-6547
No. 14761 6 P

SASSE, Ron
Director of Student Affairs
Texas A&M University
110 YMCA Bldg. Dept of Stu Aff
College Station, TX 77843-1257
Phone: (409) 845-3111
No. 10500 3 P

SASSO, Susan
Dir. of Student Publications
University of Oklahoma
860 Van Vleet Oval
Norman, OK 73019
Phone: (405) 325-2521
Fax: (405) 325-7517
No. 21379 4W P

SATEIA, Holly Fell
Dean of Student Life
Dartmouth College
6135 Collis Center Room 217
Hanover, NH 03755-1422
Phone: (603) 646-2980
No. 12317 1 P

SATRYB, Ronald P.
VP Student Services
SUNY College at Geneseo
1 College Circle
Geneseo, NY 14454-1470
Phone: (716) 245-5618
No. 15972 2 A

SAUCIER, Cheryl Tate
Coordinator, Disabled Students
University of New Orleans
UC Room 260
New Orleans, LA 70148
Phone: (504) 286-6222
No. 20220 3 P

SAUER, Melanie S.
830 Childs Way, Suite 120
Los Angeles, CA 90089
Phone: (213) 747-6886
No. 9498 6 A

SAUL, Beth
Asst Director Greek Life
Univ of Southern California
University Park, STU 200
Los Angeles, CA 90089-4892
Phone: (213) 740-2080
No. 8780 6 P

SAUNDERS, Kenneth K.
Interim Dean for Stu Services
Univ of Michigan-Flint
Flint, MI 48502-2186
Phone: (313) 762-3434
No. 397 4E V

SAUNDERS, LaVell
Asst VP Student Service
Utah State University
Logan, UT 84322-0120
Phone: (801) 750-1132
No. 18978 5 P

SAUNDERS, Ziesel
College Administrative Officer
Merrill Coll/UC Santa Cruz
1156 High Street
Santa Cruz, CA 95064
Phone: (408) 459-4827
No. 20878 6 P

SAVINO, Frank D.
Assistant Dean
St. John's University/U.C.
Grand Central & Utopia Pkwys.
Jamaica, NY 11439
Phone: (718) 990-6569
No. 21304 2 P

SAVOCA, Marianna
2604 Eastgate Lane #4G
Bloomington, IN 47408
Phone: (812) 339-3146
E-mail: msavoca@iuis.bitnet
No. 20650 4E S

SAVOLSKIS, Patrick
3301 Arch Street
Philadelphia, PA 19104
Phone: (215) 590-8999
No. 15176 2 P

SAWYER, Jenny
Director Of Admissions
University of Louisville
Admissions-Processing& Orient.
Louisville, KY 40292
Phone: (502) 852-5516
E-mail: JLSAWY01@ULKYVM
No. 6006 3 P

SAWYER, Jonathan C.
Bldg Supervisor/Hall Director
P.O. Box 824
Blacksburg, VA 24063
Phone: (703) 231-6001
No. 20482 3 S

SAWYER, Rick
Associate Dean
Brandeis University
Campus Life Office
Waltham, MA 02254
Phone: (617) 736-3740
No. 4931 1 P

SAWYER, Wm. Gregory
Dean of Students
University of North Texas
P.O. Box 5356 UNT
Denton, TX 76203
Phone: (817) 565-2648
No. 17869 3 P

SAXTON, Everne
Assistant Dean of Students
Northwestern University
1914 Sheridan Road
Evanston, IL 60208
Phone: (708) 491-8063
No. 11043 4E P

SAYER, Erin
Assistant to the President
Peru State College
P.O. Box 10
Peru, NE 68421
Phone: (402) 872-2434
Fax: (402) 872-2375
E-mail: sayer@pscvax.peru.edu
No. 20229 4W P

SAYLES, Josephine
Director, Student Support
Pacific Oaks College
5 Westmoreland Place
Pasadena, CA 91103
Phone: (818) 397-1338
No. 20724 6 P

SAYLES, Richelle
Asst. General Manager
Century Prop. Mgmt. Co.
6685 UTSA Boulevard
San Antonio, TX 78249
Phone: (210) 561-8699
Fax: (210) 561-8698
No. 21324 3 P

SAYRE, Kristin
Asst. to the Director
Texas A&M University
P.O. Box 11131
College Station, TX 77842
Phone: (409) 845-5826
Fax: (409) 862-2434
No. 10321 3 P

SAYRE, Philip R.
VP and Dean of Student Affairs
Western Maryland College
2 College Hill
Westminster, MD 21157
Phone: (410) 857-2242
Fax: (410) 857-2279
No. 561 2 V

SCAFFIDO, Joseph S.
Residence Hall Director
University of Connecticut
Central Complex, Box U-146
Storrs, CT 06269
Phone: (203) 486-5574
Fax: (203) 486-6191
E-mail: PUT5@UCONNVM.
BITNET
No. 16983 1 P

SCANDURA, Alena
Director Residence Life
Manhattanville College
2900 Purchase St.
Purchase, NY 10577
Phone: (914) 694-2200
No. 11155 2 P

SCARPINO, Leah S.
Residence Director
Northeastern University
4 Speare Hall
Boston, MA 02115
Phone: (919) 373-2814
No. 19166 1 P

SCHAEFFER, Kathleen
Florida State University
810 Wadsworth St. #201B
Tallahassee, FL 32304
Phone: (904) 681-8786
No. 21554 3 S

SCHAEFFLER, Janice M.
1901 A Darryl Drive
Tallahassee, FL 32301
Phone: (904) 877-9903
No. 21339 3 S

SCHAFER, Jill
Hall Coordinator
The University of Iowa
N2 Currier Hall
Iowa City, IA 52242
Phone: (319) 335-2976
No. 21261 4E P

SCHAFER, Penny J.
703 Trailwood Drive
Apopka, FL 32712-3230
Phone: (407) 646-2624
No. 17960 3 A

SCHAFER, Sarah
Adult Services Coordinator
Texas Christian University
TCU Box 32927
Fort Worth, TX 76129
Phone: (817) 921-7130
No. 21867 3 P

SCHAFER, William D.
Dean Student Life
University of Denver
2050 East Evans Avenue Rm 56
Denver, CO 80208
Phone: (303) 871-3584
E-mail: wschafer@denver.du.edu
No. 2039 4W V

SCHAFFER, Carole L.
Assistant Director Housing
Cal Polytech State University
Housing Department
San Luis Obispo, CA 93407
Phone: (805) 756-1226
No. 9651 6 P

SCHARDEIN, Michael
Associate Dean of Students
East Carolina University
212 Whichard
Greenville, NC 27858
Phone: (919) 757-4881
No. 5322 3 P

SCHARFENBERGER, James
Asst VP Student Services
SUNY College Oswego
501 Culkin Hall
Oswego, NY 13126
Phone: (315) 341-2240
No. 18813 2 P

SCHAUDER, Marie A.
Asst. Dir. Training & Develop.
Villanova University
101 Oaktree Court
Pottstown, PA 19464
Phone: (610) 519-4155
Fax: (610) 519-7599
E-mail: schauder-m@villemcw2
No. 15453 2 P

SCHAUDT, Kevin T.
Director of Campus Life
Dana College
2848 College Drive
Blair, NE 68008
Phone: (402) 426-7250
No. 9961 4W P

SCHEDIN, Karen H.
12 Valerie Circle
Ashburnham, MA 01430
Phone: (508) 827-6566
No. 21925 1 S

SCHEEL, Scott
Grad Asst/Staff Training &Sup.
Coastal Carolina University
100 Chanticleer Drive A-106
Conway, SC 29526
Phone: (803) 347-2406
Fax: (803) 347-0092
No. 21429 3 S

SCHEID, Mary Kay
Area Coordinator
Cal Poly-Pomona
21 University Dr
Pomona, CA 91768
Phone: (909) 869-3320
Fax: (909) 869-3985
No. 18893 6 P

SCHELL, Gordon
Dir. Student Activities-Union
Eastern Montana College
1500 N 30th, SUB 219
Billings, MT 59101-0298
Phone: (406) 657-2387
No. 9436 5 P

SCHENDEL, Kaye E.
Asst. Dir. of Stu. Activities
Univ. of WI - River Falls
Room 218 - Student Center
River Falls, WI 54022
Phone: (715) 425-3904
Fax: (715) 425-4488
E-mail: kaye.e.schendel@uwrf.edu
No. 21005 4E P

SCHENEWERK, Sharon K.
Asst. Internat'l Stu. Advisor
Northeast Missouri State Univ
Missouri Hall 110
Kirksville, MO 63501
Phone: (816) 785-4215
Fax: (816) 785-5395
No. 20340 4W P

SCHEPPS, Kristine
Dean of Students
American Coll for Applied Arts
1651 Westwood Boulevard
Los Angeles, CA 90024
Phone: (310) 470-2000
Fax: (310) 477-8640
No. 21780 6 A

SCHERMER, Merle L.
Programs Coordinator
Austin Peay State University
P.O. Box 4728
Clarksville, TN 37044
Phone: (615) 648-6242
Fax: (615) 648-6304
No. 17252 3 P

SCHERTZ, Ronald
Dean of Students
Community Coll of Rhode Island
400 East Avenue
Warnick, RI 02886
Phone: (401) 825-2221
No. 3882 1 A

SCHEUERMANN, Cesie Delve
Dir Student Activities
Willamette University
900 State Street
Salem, OR 97301
Phone: (503) 370-6463
No. 18846 5 A

SCHEUERMANN, Thomas
Dir., Univ. Housing & Dining
Oregon State University
B204 Administration Building
Corvallis, OR 97331-2135
Phone: (503) 737-4771
E-mail: scheuert@ccmail.orst.edu
No. 755 5 P

SCHEURER, Philip A.
Vice Chancellor-Student Affairs
Univ of Tennessee-Knoxville
523 Andy Holt Tower
Knoxville, TN 37996-0155
Phone: (615) 974-3061
Fax: (615) 974-3536
E-mail: PB39908@utkvm1.utk.edu
No. 1835 3 V

SCHIAPPA, Nancy J.
519-3 Silver Oaks Drive
Kent, OH 44240
Phone: (216) 672-3326
No. 10155 4E P

SCHILL, J. Frederick
720 Belleforte Avenue
Oak Park, IL 60302-1579
Phone: (708) 524-8260
No. 18418 4E S

SCHILL, Todd H.
Dir. of Residential Services
Emory University
DUC/ Drawer B/Emory University
Atlanta, GA 30322
Phone: (404) 727-4359
No. 15458 3 P

SCHILLING, Karl L.
Associate Dean
Miami University
Western Program
Oxford, OH 45056
Phone: (513) 529-2233
E-mail: Schilling_Karl@ms
No. 1336 4E P

SCHIMPF, William
Vice President-Student Service
Fairfield University
North Benson Road
Fairfield, CT 06430
Phone: (203) 254-4000
No. 722 1 V

SCHINDLER, Diann
Exec. Dean-Student Services
Milwaukee Area Tech College
Room S-214 700 W. State Street
Milwaukee, WI 53233
Phone: (414) 297-6960
No. 1491 4E V

SCHIPANI, Pamela Dice
Coord/Staff Training & Research
University of Connecticut
U-49 233 Glenbrook Rd
Storrs, CT 06269
Phone: (203) 486-3430
Fax: (203) 486-6191
No. 14282 1 P

SCHIRMAN, Jane M.
E-9 Country Club Mnr
York, PA 17403-3461
Phone: (412) 357-2235
No. 18785 2 S

SCHLATTER, Kurt A.
910 Union Road
West Seneca, NY 14224-3499
Phone: (716) 674-6363
Fax: (716) 674-6363
No. 21060 2 S

SCHLATTER, Marvin R.
Asst VP Student Services
Purdue University
Schleman Hall Rm 294
West Lafayette, IN 47907
Phone: (317) 494-5779
No. 11284 4E P

SCHLEKEWAY, Gene
Interim VP - Student Life
Black Hills State University
US Box 9517-1200 Univ Ave
Spearfish, SD 57799
Phone: (605) 642-6313
No. 1220 4W V

SCHLOMANN, Robert A.
Account Executive
Byerly & Company, Inc.
7600 E. Orchard Rd Suite 250 S
Englewood, CO 80111
Phone: (303) 290-1827
No. 18625 4W SMP

SCHLUETER, Adelaida
Director Student Development
Gordon-Conwell Theological Sem
130 Essex Street
S. Hamilton, MA 01982
Phone: (508) 468-7111
No. 20401 1 V

SCHMAEDEKE, James E.
Complex Director
University of Kansas
1530 Engel Road CD Apt.
Lawrence, KS 66045
Phone: (913) 864-3805
No. 18778 4W P

SCHMALZ, Glen
Vice-President-Student Affairs
Valley City State University
Valley City, ND 58072
Phone: (701) 845-7201
Fax: (701) 845-7245
No. 1809 4W V

SCHMEILER, Claire R.
Director of Student Health
Slippery Rock University
McLachlan Student Health Ctr
Slippery Rock, PA 16057
Phone: (412) 738-2669
No. 21087 2 P

SCHMELING, Annette T.
2500 McAllister Street
San Francisco, CA 94118
Phone: (415) 752-5115
No. 20706 6 S

SCHMIDT, Fran
Director Career Develp Center
D'Youville College
320 Porter Ave
Buffalo, NY 14201-1032
Phone: (716) 881-7688
No. 18918 2 P

SCHMIDT, Peter Lorenz
Asst. Residence Hall Director
Kansas State University
513 Ford Hall
Manhattan, KS 66506
Phone: (913) 532-5759
No. 21256 4W S

SCHMIDT, Rosemary T.
Assistant VP Student Services
Cal State Univ-Long Beach
USU 212, 1250 Bellflower Blvd
Long Beach, CA 90840
Phone: (310) 985-4181
E-mail: RSCHMIDT@CSULB.EDU
No. 16016 6 P

SCHMIDT, Sheri Lyn
Coord. of Diversity Education
Texas A&M University
MSC 137 Dept Multicultural Srv
College Station, TX 77845
Phone: (409) 845-4551
No. 20366 3 P

SCHMIDT-ROGERS, Deborah
Assoc. Dir. of Residence Life
DePaul University
2311 N. Clifton Suite 326
Chicago, IL 60614
Phone: (312) 362-8020
Fax: (312) 362-5788
No. 21048 4E P

SCHMITT, Craig A.
Director Of University Housing
Jacksonville State University
700 N. Pelham Road
Jacksonville, AL 36265
Phone: (205) 782-5122
No. 9596 3 P

SCHMITZ, Carol
Asst.Director-Residential Life
Univ. of Southern California
Univ. Park-Student Union 200
Los Angeles, CA 90089-4892
Phone: (213) 740-2080
No. 8356 6 P

SCHMITZ, Mel
Vice President-Student Affairs
Moorhead State University
1104 South 7th Avenue
Moorhead, MN 56563
Phone: (218) 236-2673
No. 1675 4E V

SCHMITZ, Nancy Anderson
Assistant Dean of Students
Oakland University
144 Oakland Center
Rochester, MI 48309-4401
Phone: (313) 370-3352
No. 18451 4E P

SCHMITZ, T. J.
Exec. Vice President & CEO
Tau Kappa Epsilon Fraternity
8645 Founders Road
Indianapolis, IN 46268
Phone: (317) 872-6533
No. 980 4E SMN

SCHMITZER, Joseph W.
Resident Director
University of Tulsa
2821 N.E. Avenue
Tulsa, OK 74104
Phone: (918) 631-2320
Fax: (918) 631-2033
No. 21369 4W P

SCHNEIDER, Thomas M.
Executive Director
Alpha Tau Omega Fraternity
4001 W. Kirby Avenue
Champaign, IL 61821
Phone: (217) 351-1865
No. 20996 4E SMN

SCHNELL, Monika Springer
Assistant Dean Student Affairs
Shepherd College
101 College Center
Shepherdstown, WV 25443
Phone: (304) 876-2511
No. 20347 2 P

SCHNURE, Stacey L.
Resident Director
Roanoke College
Box 299
Salem, VA 24153
Phone: (703) 375-2309
E-mail: schnure@roanoke.edu
No. 15055 3 P

SCHOEN, Karin K.
Student Life Director
9500 Ruppstrasse NE
Bemidji, MN 56601
Phone: (218) 586-2214
No. 18581 4E P

SCHOENBERG, Robert
University of Pennsylvania
3537 Locust Walk
Philadelphia, PA 19104-6225
Phone: (215) 898-5044
No. 5597 2 P

SCHOFER, Gregory
6600 Alpha Drive Apt. 350
Kent, OH 44240
Phone: (216) 677-5838
E-mail: GSchofer@Kentvm.Kent.edu
No. 21546 4E S

SCHOLLY, Kristen
HIV Education Coordinator
University of Hawaii
Student Health Services
Honolulu, HI 96817
No. 18510 6 P

SCHOLTEN, Brian D.
1916 Paces Landing Ave #1721
Rock Hill, SC 29732-1777
Phone: (803) 366-3406
Fax: (803) 323-4600
No. 17204 3 P

SCHONBERGER, Barry K.
Dean of Student Life
University of Southern Indiana
8600 University Blvd.
Evansville, IN 47712
Phone: (812) 464-1862
No. 11045 4E P

SCHOONMAKER, Barbara
Director, Educational Develop
SUNY Albany
1400 Washington Ave
Albany, NY 12222
Phone: (518) 442-5875
No. 1114 2 P

SCHOPIERAY, Michael R.
2039 N. Meridian Rd. Apt. 262
Tallahassee, FL 32303
Phone: (904) 386-6459
No. 20578 3 S

SCHRADER, Kathleen
Director-Student Life
La Salle University
20th Street & Olney Avenue
Philadelphia, PA 19141
Phone: (215) 951-1371
No. 2081 2 P

SCHRAGE, David
Asst VP Campus Services
University of Oklahoma
1406 Asp Ave
Norman, OK 73019-0625
Phone: (405) 325-2300
No. 514 4W P

SCHRANK, Carey
Resident Director
University of Florida
Beaty Towers
Gainesville, FL 32612
Phone: (904) 392-6111
Fax: (904) 392-6819
No. 17930 3 P

SCHRANK, Marion
Vice President/Student Affairs
SUNY College Brockport
Administration Bldg 626
Brockport, NY 14420
Phone: (716) 395-2137
No. 2234 2 V

SCHREIER, Daniel
Crane Resident Director
University of Wyoming
Crane Hall, Apartment 1
Laramie, WY 82070
Phone: (307) 766-3923
No. 20756 4W S

SCHROEDER, Amy
Activities Advisor
University Maryland
5401 Wilkens Ave/Univ. Center
Baltimore, MD 21228
Phone: (410) 455-3463
No. 20276 2 P

SCHROEDER, Amy L.
Coordinator for Resid. Life
Indiana University
McNutt Apt 301
Bloomington, IN 47406
Phone: (812) 855-0312
No. 17998 4E P

SCHROEDER, Charles C.
Vice Chancellor/Student Affairs
Univ of Missouri-Columbia
211 Jesse Hall
Columbia, MO 65211
Phone: (314) 882-6776
No. 1904 4W V

SCHROER, Tim
Dir of Campus Programming
DePauw University
Memorial Student Union
Greencastle, IN 46135
Phone: (317) 658-4850
No. 14921 4E P

SCHROER-LAMONT, Anne
Associate Dean of Students
Washington & Lee University
Payne Hall
Lexington, VA 24450
Phone: (703) 463-8750
No. 9653 3 P

SCHUERMAN, William
VP-Student Development
University of Dayton
300 College Park Avenue
Dayton, OH 45469 0962
Phone: (513) 229-3311
Fax: (513) 229-3446
E-mail: Schuerman@udavxb.oca.udayton.edu
No. 612 4E V

SCHUH, John H.
Assoc. VP Student Affairs
Wichita State University
Box 8
Wichita, KS 67208
Phone: (316) 689-3032
E-mail: SCHUH@TWSUVM
No. 10653 4W P

SCHULTE, Lisa
Assistant Director/Housing
Central Missouri State Univ
Ellis Complex
Warrensburg, MO 64093
Phone: (816) 543-4515
No. 17876 4W P

SCHULTZ, Bruce R.
Administrative Coordinator
University of Alaska-Anchorage
3211 Providence Drive
Anchorage, AK 99508
Phone: (907) 786-4838
Fax: (907) 786-4800
E-mail: ANBRS@ALASKA
No. 17369 5 P

SCHULTZ, Franklin
Vice President-Student Affairs
University of Findlay
1000 N Main Street
Findlay, OH 45840
Phone: (419) 424-4570
No. 890 4E V

SCHULTZ, Michael
Director of Housing
SIU at Edwardsville
Box 1256
Edwardsville, IL 62026
Phone: (618) 692-2900
No. 10205 4E P

SCHULZ, Bernard D.
Facilities Coord./Greek Life
University of Maryland
1135 Adele H. Stamp Stu. Union
College Park, MD 20742
Phone: (301) 314-7780
Fax: (301) 314-9634
No. 21736 2 P

SCHULZ, Mary Grace
1618 Pinebark Drive
Knoxville, TN 37931
Phone: (615) 974-2184
E-mail: PA4868@UTKVM1.UTK.EDU
No. 12969 3 P

SCHUMACHER, Janette M.
Resident Director
Kutztown University
208 Stratton Admin Center
Kutztown, PA 19530-0730
Phone: (215) 683-4997
No. 17268 2 S

SCHUPING, Dana L.
3011 Anglieen Place
Richmond, VA 23233
Phone: (804) 360-5027
No. 20392 3 S

SCHUSTER, Alice-Ann
Dean of Student Affairs
Paul Smith's College
Paul Smith's, NY 12970
Phone: (518) 327-6219
No. 14574 2 A

SCHUSTER, Saundra K.
Assistant Dean of Students
Ohio State University
208 Ohio Union, 1739 N High St
Columbus, OH 43210
Phone: (614) 292-6091
No. 8829 4E P

SCHUT, Terral
Director of Admissions
Eastern Oregon State College
1410 L. Avenue
La Grande, OR 97850-2899
Phone: (503) 962-3393
Fax: (503) 962-3849
E-mail: Schutt@EOSC.OSSHE.EDU
No. 18548 5 P

SCHWARTZ, G. R.
Professor of Education
Western Illinois University
Macomb, IL 61455
Phone: (309) 833-5207
No. 2381 4E P

SCHWARTZ, Gary G.
Assistant Director-Residence
Iowa State University
Route 4
Ames, IA 50010
Phone: (515) 294-1300
No. 428 4E P

SCHWARTZ, Harriet
Asst to Dean Student Affairs
Carnegie Mellon University
5000 Forbes Ave
Pittsburgh, PA 15213-3890
Phone: (412) 268-2075
Fax: (412) 268-7832
E-mail: hs00@andrew.cmu.edu
No. 10685 2 P

SCHWARTZ, Stephen
Vice President-Student Affairs
Marietta College
215 Fifth St.
Marietta, OH 45750
Phone: (614) 374-4736
No. 1511 4E V

SCHWECHHEIMER, Jane
170 Cedar Island Road
Narragonsett, RI 02882
Phone: (401) 783-1223
No. 19615 1 S

SCHWEINGRUBER, Donald L.
VP & Dean of Student Affairs
Bluffton College
280 W. College Avenue
Bluffton, OH 45817
Phone: (419) 358-3248
Fax: (419) 358-3323
No. 21808 4E V

SCOBIE, W. David
Community Director
Central Missouri State Univ
South Yeater Comm. Dir. Apt.
Warrensburg, MO 64093
Phone: (816) 543-4053
No. 18650 4W S

SCOTKA, Mary F.
Dir. of Campus Activities
Our Lady of the Lake Univ.
411 SW 24th Street
San Antonio, TX 78207
Phone: (210) 434-6711
Fax: (210) 436-0824
No. 21857 3 P

SCOTT, Angela E.
Carleton College
1 North College St
Northfield, MN 55057
Phone: (507) 663-4500
No. 14983 4E P

SCOTT, Clare
1316 North 13th Street G22
Whitehall, PA 18052
No. 12910 2 P

SCOTT, Dema F.
Assoc.Dir.-Student Development
California St U-Dominguez Hills
Student Development Office
Carson, CA 90747
Phone: (213) 516-3625
No. 9359 6 P

SCOTT, Hazel J.
Vice President-Student Service
Occidental College
1600 Campus Rd-Lower Coons 112
Los Angeles, CA 90041
Phone: (213) 259-2661
E-mail: SCOTT@OXY.EDU
No. 2643 6 V

SCOTT, James E.
VP - Student Life & Enrollment
Georgia State University
University Plaza
Atlanta, GA 30303-3083
Phone: (404) 651-3010
Fax: (404) 651-3157
E-mail: VPSJES@GSUVM1.GSU.EDU
No. 825 3 V

SCOTT, Milton
Asst. Dir. of Student Housing
The University of Kansas
P.O. Box 1213
Lawrence, KS 66044
Phone: (913) 864-7219
Fax: (913) 864-5048
No. 21392 4W P

SCOTT, Nancy
Vice President-Student Affairs
Univ of Northern Colorado
Carter Hall 3005
Greeley, CO 80639
Phone: (303) 351-2303
Fax: (303) 351-1870
E-mail: nscott@mail.UnivNorthCo.edu
No. 1918 4W V

SCOTT, Robert L.
Vice President-Student Affairs
James Madison University
Student Affairs Office
Harrisonburg, VA 22807
Phone: (703) 568-6226
No. 1299 3 V

SCOTT, Ross
Assistant Dean of Students
DePauw University
411 E Seminary /Office Stu Aff
Greencastle, IN 46135
Phone: (317) 658-4003
Fax: (317) 658-4177
No. 11789 4E P

SCOTT, Sheila F.
Assistant Area Coordinator
Georgia Tech
871 McMillian St
Atlanta, GA 30332-0580
Phone: (404) 894-3372
Fax: (404) 853-0374
No. 17954 3 P

SCOTT, Sylvia
Dir. Of Student Development
University of Arkansas
Arkansas Union 504
Fayetteville, AR 72701
Phone: (501) 575-5255
Fax: (501) 575-4844
E-mail: SSCOTT@UAFSYSB.UARK.EDU
No. 10305 4W P

SCRIBNER-HUEY, Heidi M.
Area Director
Southern Methodist University
Box 3120
Dallas, TX 75275
Phone: (214) 768-2245
Fax: (214) 768-4005
No. 15391 3 P

SCRIVER, Greg
Assistant Director Counseling
University College of Cariboo
Box 3010
Kamloops BC Canada V2C 5N3
Phone: (604) 828-5029
No. 21222 5 P

SEARLE, Mary Ann
Dir of Career Planning & Plcmt
Gordon College
255 Grapevine Road
Wenham, MA 01984-1899
Phone: (508) 927-2306
Fax: (508) 921-1398
No. 11727 1 P

SEASHOLES, Cathy
Director, Women's Resource Ctr
Univ. of Wisconsin - Milwaukee
3124 N. 53rd Street
Milwaukee, WI 53216
Phone: (414) 442-1706
No. 20937 4E P

SEAY, Robert
200 1/2 E. Rutherford Street
Athens, GA 30602
Phone: (706) 369-1423
No. 21787 3 S

SEBEKOS, Tina
Assistant Dean
Rutgers College
115 College Ave Ave Room 207A
New Brunswick, NJ 08903-5068
Phone: (908) 932-7611
Fax: (908) 932-8832
No. 19898 2 P

SEBILLE-WHITE, Lynne
Asst Area Coordinator
University of Delaware
5 Courtney St
Newark, DE 19711
Phone: (302) 831-8423
E-mail: LSW @MNS.UDEL.EDU
No. 15355 2 P

SEDA, John G.
65 Walsh Street
Framingham, MA 01701
Phone: (508) 872-6955
No. 19934 1 S

SEGAWA, Mary B.
Student Activities Advisor
University of Washington
10829 NE 183rd Court
Bothell, WA 98011
Phone: (206) 543-2380
No. 1475 5 P

SEGAWA, Mike
Asst. Dir. Residential Life
University of Washington
L3 Lander Hall, HL-10
Seattle, WA 98105
Phone: (206) 543-6709
Fax: (206) 543-4046
E-mail: segawa@u.washington.edu
No. 6457 5 P

SEGEBADE, George L.
Assoc. Director/Res. Life
Guilford College
5800 W. Friendly Avenue
Greensboro, NC 27410
Phone: (910) 316-2370
Fax: (910) 316-2952
No. 17777 3 P

SEGURA, Humberto
54 Rolling Green Drive
Amherst, MA 01002-2752
Phone: (713) 743-5430
No. 20381 1 S

SEIDE, Jacqueline
Assc. Director-Residence Life
University of Connecticut
49 Constitution Square
Mansfield Center, CT 06250
Phone: (203) 486-3432
No. 100 1 P

SEIDENBERG, Patricia
Academic Counselor
University of Texas-Austin
PO Box 7399
Austin, TX 78713-7399
Phone: (512) 471-8655
No. 18558 3 P

SEIDMAN, Alan
Assoc. VP, Student Services
Parkland College
2400 West Bradley Avenue
Champaign, IL 61821
Phone: (217) 351-2477
Fax: (217) 351-7632
E-mail: seidman@parkland.cc.il.us
No. 21930 4E A

SEIRUP, Holly
Dean of Students
Hofstra University
200 Hofstra University
Hempstead, NY 11550
Phone: (516) 463-6930
No. 15554 2 V

SELLERS, Cynthia G.
Dir, Couns & Career Dev Ctr
Fort Valley State College
P.O. Box 4091
Fort Valley, GA 31030
Phone: (912) 825-6202
No. 9302 3 P

SENECAL, Beth A.
Stu. Svs. Coord.
13352 W. 88th Cir #F
Lenexa, KS 66215-4933
Phone: (816) 235-2217
No. 18877 4W P

SENIOR, Angela C.
Coord. Multicultural Affairs
Beaver College
450 S. Easton Road
Glenside, PA 19038
Phone: (215) 572-4088
No. 19927 2 P

SEPLOW, Suzanne Lynn
P.O. Box 1773
Carlisle, PA 17013-2896
Phone: (717) 245-1555
No. 11891 2 P

SEPULVEDA, Celia
Graduate Assistant
University of Arizona
P.O. Box 40082
Tucson, AZ 85717
Phone: (602) 621-3941
Fax: (602) 621-8325
No. 21299 6 S

SERR, Roger L.
Asst Director Residence Life
Michigan State University
G 64 Wilson Hall
East Lansing, MI 48825
Phone: (517) 353-3780
E-mail: vps140@msu.edu
No. 11831 4E P

SERRATO, Carlos
Asst Dir Student Life
Emerson College
PO Box 958
Cambridge, MA 02140-0008
Phone: (617) 578-8642
Fax: (617) 578-8599
No. 12913 1 P

SETH, William A.
VP for Student & Community Svc
Chesapeake College
PO Box 8
Wye Mills, MD 21679
Phone: (410) 822-5400
No. 979 2 P

SETTLE, Jim S.
Area Director/Coord Greek Life
University of Southern Maine
100 Upton Hall
Gorham, ME 04038
Phone: (207) 780-5240
Fax: (207) 780-5597
E-mail: settle@maine.maine.edu
No. 19632 1 P

SEVELAND, John W.
VP Enrollment & Stu. Affairs
Alma College
Alma, MI 48801
Phone: (517) 463-7312
No. 21893 4E P

SEVERANCE, T. Neil
Vice President-Student Affairs
Rhode Island School of Design
2 College Street
Providence, RI 02903
Phone: (401) 454-6601
Fax: (401) 454-6605
No. 1656 1 V

SEVERTSON, S. Erving
VP and Dean for Student Life
Pacific Lutheran University
Office for Student Life
Tacoma, WA 98447
Phone: (206) 535-7191
No. 646 5 V

SEXTON, Marigail
Coordinator
VA Commonwealth University
Box 84-2032
Richmond, VA 23284-2032
Phone: (804) 828-2085
Fax: (804) 828-2432
E-mail: MSexton@cabell.vcu.edu
No. 20407 3 P

SEYMOUR, William
Dean of Students
Wesley College
120 N. State Street
Dover, DE 19901
Phone: (302) 736-2435
No. 628 2 V

SFRAGA, Mike
Coord. of Student Services
University of Alaska-Fairbanks
P.O. Box 756340
Fairbanks, AK 99775-6340
Phone: (907) 474-7317
Fax: (907) 474-5379
E-mail: Fnmps@acad3.alaska.edu
No. 7355 5 P

SGRO, Beverly
Dean of Students
VA Polytech & State Univ
105 Brodie Hall
Blacksburg, VA 24061
Phone: (703) 231-3787
E-mail: BSGRO@VTVMI
No. 8184 3 P

SHAFFER, Deidre
Dean of Students
Wagner College
631 Howard Avenue
Staten Island, NY 10301
No. 21921 2 V

SHAFFER, Lowell D.
Dean of Student Life
Univ of Pittsburgh-Johnstown
140 Biddle Hall
Johnstown, PA 15904
Phone: (814) 266-9661
No. 601 2 A

SHAFFER, Robert H.
5207 S. Atlantic Ave #426
New Smyrna Beach, FL 32169-4550
Phone: (904) 423-5258
No. 19 3 P

SHAFFER, Robin
Director Student Activities
St. Ambrose University
518 West Locust
Davenport, IA 52803
Phone: (319) 383-8822
Fax: (319) 383-8791
No. 14974 4E P

SHAILOR, Barbara
Vice President Student Service
Bucknell University
209 Marts Hall
Lewisburg, PA 17837
Phone: (717) 524-3881
No. 9846 2 V

SHANDLEY, Thomas C.
Dean of Student Affairs
Rhodes College
2000 North Parkway
Memphis, TN 38112
Phone: (901) 726-3815
No. 9182 3 V

SHANKS, Mike
Residence Life Coordinator
Southern Illinois University
Apt. 114 Trueblood Hall
Carbondale, IL 62901
Phone: (502) 745-2865
No. 18353 4E P

SHANLEY, Mark
Dean of Student Affairs
Northeast Missouri State Univ
Missouri Hall 120
Kirksville, MO 63501
Phone: (816) 785-4111
No. 5468 4W V

SHANNON, Kevin P.
Asst Dir-Student Activities
Ohio University
Baker Center 204
Athens, OH 45701
Phone: (614) 593-4025
Fax: (614) 593-0047
No. 12932 4E P

SHANNON, Maureen A.
Academic Advisor
Siena Heights College
17050 Dorset
Southfield, MI 48075
Phone: (313) 569-6490
Fax: (313) 569-3516
No. 12770 4E A

SHAPIRO, Beth Elise
Area Coordinator
Eastern CT State University
117 Windham St. Apts. (ECSU)
Willimantic, CT 06226
Phone: (203) 456-5478
No. 15302 1 P

SHAPIRO, Toby
Student Life Associate
SUNY Buffalo
Suite 150 Stu Union, Box 602100
Buffalo, NY 14260-2100
Phone: (716) 645-6125
No. 19497 2 P

SHARKEY, Marguerite A.
Area Coordinator
New York University
Off. Res Life, 5-11 Univ. Pl
New York, NY 10003
Phone: (212) 998-4686
No. 17617 2 P

SHARKEY, Stuart J.
Vice President-Student Life
University of Delaware
109 Hullihen Hall
Newark, DE 19716
Phone: (302) 451-2707
No. 1691 2 V

SHARP, Connie
Dean of Students
Knox College
Box K-151, 1 South St.
Galesburg, IL 61401
Phone: (309) 343-0112
Fax: (309) 343-8921
No. 15185 4E V

SHARP, Diana L.
Exec Asst to Asst Chanc S.A.
Univ of Wisconsin-Parkside
900 Wood Rd Box 2000
Kenosha, WI 53141
Phone: (414) 595-2660
No. 18755 4E P

SHARP, Diane
Unit Business Manager
University of Louisville
203 Grawemeyer Hall
Louisville, KY 40292
Phone: (502) 852-6936
No. 13057 3 P

SHARPE, Judy
Director of Residence Life
Seattle University
1111 E Columbia
Seattle, WA 98122
Phone: (206) 296-6274
No. 5888 5 P

SHAW, Allyn
Hall Director
University of Tennessee
2117 Andy Holt Avenue
Knoxville, TN 37916-3512
Phone: (615) 974-2426
No. 930040 3 P

SHAW, Beverly Kay
1912 Wrocklage Avenue
Louisville, KY 40205
Phone: (502) 588-6790
No. 21945 3 S

SHAW, Bradley R.
Advisor-IFC, Asst Dir Stud Act
Washington & Jefferson College
60 South Lincoln
Washington, PA 15301-4801
No. 14831 2 P

SHAW, Cynthia A.
Dir of Student Development
Emory University
P.O. Drawer VV Emory Univ
Atlanta, GA 30322
Phone: (404) 727-4148
No. 10479 3 P

SHAW, David Jay
Asst Director SAC Program
University of Louisville
SAC W301
Louisville, KY 40292
Phone: (502) 852-6691
No. 12642 3 P

SHAW, Judy
Student Services Coordinator
Mohave Community College
3400 Hwy 95 Mohave Valley Cmps
Bullhead City, AZ 86442
Phone: (602) 758-1404
No. 21229 6 P

SHAW, Kimber L.
Academic Advisor
Boise State University
1910 University Drive
Boise, ID 83725
Phone: (208) 385-3664
No. 18789 5 P

SHAW, Laurie
Project Director
Southern WV Community College
Armory Drive
Williamson, WV 25661
Phone: (304) 235-2800
No. 8794 2 A

SHAW, Richard S.
Asst Dir of Student Services
Fuller Theological Seminary
130 N. Oakland Avenue / OSS
Pasadena, CA 91182
Phone: (818) 584-5436
Fax: (818) 796-4185
No. 20747 6 S

SHAW, Walter B.
Vice President Student Devel.
Phillips University
100 S. University Ave
Enid, OK 73701
Phone: (405) 237-4433
No. 14795 4W V

SHAY, Patricia A.
Dean of Student Affairs
New Hampshire Technical Coll.
277 Portsmouth Ave
Stratham, NH 03885
Phone: (603) 772-1194
No. 20416 1 V

SHEA, Daniel B.
Vice President/Student Affairs
Carroll College
1601 N. Benton Avenue
Helena, MT 59625
Phone: (406) 447-4530
No. 14790 5 V

SHEA, John J.
Vice President Student Affairs
Fordham University
Bronx, NY 10458
Phone: (718) 817-4750
Fax: (718) 817-4748
No. 1695 2 V

SHEA, Robert J.
Asst Coord Program Planning
Memorial Univ. Newfoundland
Rm T-2005 Thomson Student Ctr
St. John's CANADA A1A 2A9
Phone: (709) 737-2033
No. 21172 1 P

SHEA-BYRNES, Pamela
Assistant Dean/Student Life
St. John's University
Grand Central & Utopia Parkway
Jamaica, NY 11439
Phone: (718) 990-6568
Fax: (718) 990-1853
No. 15688 2 P

SHEARER, Benjamin F.
Vice President Student Service
Alvernia College
400 St. Bernadine St
Reading, PA 19607
Phone: (215) 777-5411
No. 12290 2 A

SHEEHAN, Bill
Assistant Dean Student Affairs
Central Methodist College
411 Central Methodist Square
Fayette, MO 65248
Phone: (816) 248-3391
No. 18594 4W P

SHEEHAN, JR., Robert M.
Executive Director
LeaderShape, Inc.
4001 West Kirby Avenue
Champaign, IL 61821
Phone: (217) 351-6200
Fax: (217) 355-0910
No. 21000 4E SMN

SHELLEY, Rita
Assoc. Director Financial Aid
Boise State University
1910 University Drive
Boise, ID 83725
Phone: (208) 385-1668
Fax: (208) 385-1305
E-mail: acfshell@1DBSU
No. 20660 5 P

SHELTON, Paul E.
Assoc. VP for Student Affairs
Clemson University
300 Sikes Hall Box 344001
Clemson, SC 29634-4001
Phone: (803) 656-0470
E-mail: paul_shelton@quickmail.clemson.edu
No. 19183 3 P

SHEMOOD, Linda
2929 Baker
Costa Mesa, CA 92626
Phone: (310) 985-8673
No. 20246 6 S

SHEPHERD, Mary Rita
334 E. 26th Street #9A1
New York, NY 10010
Phone: (212) 213-5150
No. 20588 2 S

SHEPPARD, Dorothy F.
Director Residential Life
Johns Hopkins University
AMR II 3400 N. Charles St
Baltimore, MD 21218
Phone: (410) 516-8283
No. 14516 2 P

SHEPPARD, Janice R.
Asst. to the Dean of Students
Univ. of Wisconsin - Madison
123 Bascom
Madison, WI 53705
Phone: (608) 263-5700
E-mail: janice.sheppard@mail.admin.wisc.edu
No. 20503 4E P

SHERE, Carla
Assistant Director
Columbia Business School
Central Mail Room Box 1373
New York, NY 10027
Phone: (212) 870-3543
No. 12752 2 P

SHERIDAN, JR., A. James
Director of Residence Life
Maine Maritime Academy
Castine, ME 04420
Phone: (207) 326-2280
No. 6684 1 P

SHERLOCK, Julia Barlow
Dir-Placement/Career Info Ctr
Central Michigan University
101 Foust Hall
Mt. Pleasant, MI 48859
Phone: (517) 774-6609
Fax: (517) 774-6608
E-mail: 3M4XY3J@CMUVM,CSV.CMICH.EDU
No. 21171 4E P

SHERMAN, Barbara R.
Interim VP Student Affairs
University of South Florida
Admin 151, 4202 Fowler Ave
Tampa, FL 33620
No. 2198 3 V

SHERMAN II, William M.
Assistant Dean
Siena College
Ryan Hall 515 Loudon Rd
Loudonville, NY 12211-1462
No. 20052 2 A

SHERRILL, Jan Mitchell
Asst Dean of Students
George Washington University
2121 Eye St, NW Rice Hall 401
Washington, DC 20052
Phone: (202) 994-6710
No. 18533 2 P

SHERRON, Ted
Vice Pres. Student Affairs
Cleveland Institute of Art
11141 East Boulevard
Cleveland, OH 44106
Phone: (216) 421-7417
No. 14309 4E V

SHERWOOD, Robert A.
Dean for Student Development
Boston College
McElroy 233
Chestnut Hill, MA 02167
Phone: (617) 552-3470
No. 9441 1 P

SHIBLES, Jo-Anne E.
Coordinator of Greek Life
San Jose State University
Activities Center
San Jose, CA 95192
Phone: (714) 773-3211
No. 12457 6 P

SHICK, Beth Ann
22 Besco Drive
West Middlesex, PA 16159
Phone: (412) 528-3852
No. 20793 2 S

SHIELDS, Anne
Director of the Career Center
Carleton College
One North College Street
Northfield, MN 55057-4040
Phone: (507) 663-4293
No. 6528 4E P

SHIELDS, JR., David P.
Dir Student Activities
Pennsylvania State University
Station Road
Erie, PA 16563
Phone: (814) 898-6171
No. 9354 2 P

SHIELDS, JR., James L.
7302 Church Avenue
Pittsburgh, PA 15202-1841
Phone: (412) 357-2598
No. 12095 2 S

SHINKMAN, Christopher
Dir., MBA Career Management
Georgetown University
Old North
Washington, DC 20057
Phone: (202) 687-3745
Fax: (202) 687-4031
E-mail: SHINKMAN@GUVM.CCF.GEORGETOWN.EDU
No. 21956 2 P

SHIOK, Douglas R.
Dir. Special Prgms/Activities
Johnson State College
Stearns Campus Center
Johnson, VT 05656
Phone: (802) 635-2356
No. 17299 1 P

SHIPMAN, Robert C.
159-14 Harlem River Drive
New York, NY 10039
Phone: (212) 281-7751
No. 21902 2 S

SHIRLEY, Mack G.
Student Life Vice President
Ricks College
Administration 293
Rexburg, ID 83460-4107
Phone: (208) 356-1113
No. 14693 5 A

SHOEMAKER, Charlene M.
Resident Director
SUNY College Fredonia
Grissom Hall
Fredonia, NY 14063
Phone: (716) 673-3512
No. 17719 2 P

SHOEMAKER, Scott
Assoc. Dean for Community Life
Point Loma College
3900 Lomaland Drive
San Diego, CA 92106
Phone: (619) 221-2253
Fax: (619) 221-2567
No. 21395 6 A

SHOEMAKER, Tom
Dean of Students
Univ of Southern Mississippi
Southern Station Box 5008
Hattiesburg, MS 39406-5008
Phone: (601) 266-4823
No. 18903 3 P

SHOFFNER, George
Director of Housing
University of Illinois
3302 B Halifax Drive
Champaign, IL 61821
Phone: (217) 333-0610
No. 7038 4E P

SHOLLENBERGER, Kevin G.
Assistant Director
University of Hawaii-Manoa
2465 Campus Rd/CAPS
Honolulu, HI 96822
Phone: (808) 956-8178
No. 17321 6 P

SHONROCK, Michael D.
Dean of Students
Texas Tech University
Box 45014 250 West Hall
Lubbock, TX 79409-5014
Phone: (806) 742-2192
No. 9508 3 P

SHORR, Marilyn
4831 Caladium Drive
Sugar Land, TX 77479-3054
Phone: (713) 265-5712
No. 11600 3 P

SHORT, C. Michael
Director Residence Life
Alderson-Broaddus College
PO Box 714
Philippi, WV 26416
Phone: (204) 457-1700
No. 21177 2 P

SHORT, J. Matthew
8718 East 116th Street North
Owasso, OK 74055
Phone: (918) 371-0123
No. 18800 4W S

SHOUP, Jeffrey R.
Acting Dir. Residence Life
University of Notre Dame
315 Administration Bldg
Notre Dame, IN 46556
Phone: (219) 631-5550
No. 9966 4E P

SHOVER, Nina
123 Ladnor Lane
Carlisle, PA 17013
Phone: (215) 898-6663
No. 4815 2 S

SHREVES, J. Phillip
Director of Financial Aid
Central Missouri State Univ
316 Administration Bldg
Warrensburg, MO 64093
Phone: (816) 543-4177
Fax: (816) 543-8080
No. 18717 4W P

SHRIBERG, Arthur
Associate Professor
Xavier University
3800 Victory Pkwy
Cinncinnati, OH 45207
Phone: (513) 745-4371
No. 18760 4E P

SHRODE, Stacy
Dir Stu Activ & College Union
Ripon College
300 Seward St, Box 248
Ripon, WI 54971
Phone: (414) 748-8112
No. 7989 4E P

SHUCKER, Harry B.
Vice President-Student Service
Furman University
Student Services Office
Greenville, SC 29613
Phone: (803) 294-2202
No. 1092 3 V

SHUFORD, Bettina C.
Bowling Green State University
330 Education
Bowling Green, OH 43403
Phone: (419) 372-2147
No. 8833 4E S

SHUMAN, Michaeline
Residence Coordinator
Slippery Rock University
PO Box 375
Slippery Rock, PA 16057-0375
Phone: (412) 738-2708
E-mail: MMS@SRU
No. 15635 2 P

SHUMATE, Sarah
Assoc Dean for Student Affairs
Kent State University
225 Student Services Center
Kent, OH 44242
Phone: (216) 672-4050
Fax: (216) 672-2600
No. 153 4E P

SHUPE, JR., Robert K.
Residence Hall Director
Arkansas Tech University
P.O. Box 8701
Russellville, AR 72801
Phone: (501) 890-0300
No. 21478 4W A

SHUTTIE, Michael
Assistant Director
University of Kansas
133 Strong Hall
Lawrence, KS 66045
Phone: (913) 864-4064
No. 20601 4W P

SIBBET, Lorraine A.
Vice Pres for Student Develop
Notre Dame College
4545 College Road
South Euclid, OH 44121
Phone: (216) 381-1680
No. 17123 4E V

SICKBERT, Alan L.
Associate Dean of Students
University of St. Thomas
Mail #4282, 2115 Summit Ave.
St. Paul, MN 55105
Phone: (612) 962-6053
Fax: (612) 962-6360
E-mail: ALSICKBERT@
STTHOMAS.EDU
No. 9858 4E P

SIDES-WALSH, Mindy
Assoc. Dir. Student Activities
University of NC - Charlotte
OSA - Cone Center
Charlotte, NC 28223
Phone: (704) 547-2521
Fax: (704) 547-3434
No. 21475 3 P

SIDLE, Meg Wright
2219 Primrose
Columbia, MO 65202
Phone: (314) 882-7831
E-mail: C564361@MIZZOU1.
missouri.edu
No. 20282 4W S

SIEBENAND, John
Dean of Students
College of St. Scholastica
1200 Kenwod Avenue
Duluth, MN 55811
Phone: (218) 723-6048
No. 12826 4E A

SIEGEL, Dorothy
Vice President-Student Service
Towson State University
8000 York Road
Towson, MD 21204
Phone: (410) 830-2055
No. 972 2 V

SIEGEL, Larry
Director of Residence Life
Univ of Massachusetts-Lowell
1 University Avenue
Lowell, MA 01854
Phone: (508) 934-2107
No. 9879 1 A

SIERRA, Arturo
Dir., College Enrichment Program
University of New Mexico
Mesa Vista Hall, Room 2013
Albuquerque, NM 87131
Phone: (505) 277-5321
Fax: (505) 277-2182
No. 21366 4W P

SIESS, Thomas
Director, Student Services
University of Western Ontario
Univ Com Centre, London
Ontario, Canada N6A 3K7
Phone: (519) 661-3651
Fax: (519) 661-3924
E-mail: stdtfs@uwoadmin.uwo.ca
No. 1096 4E V

SIEVERT, Guy
Vice President-Student Serv.
University of Portland
5000 N Willamette Blvd
Portland, OR 97203
Phone: (503) 283-7207
E-mail: SIEVERT@UofPORT.EDU
No. 653 5 V

SIEVERT, Robert G.
Director University Centers
Univ. Wisconsin-River Falls
211 Student Center
River Falls, WI 54022
Phone: (715) 425-3181
No. 21200 4E P

SIGGINS, Judith A.
Asst. Dir. Residence Life
University of Rochester
112 Gale House
Rochester, NY 14627
Phone: (716) 275-2245
No. 20011 2 P

SIGNORELLO, Kristie
Acting Assistant Director
Southern IL Univ.-Edwardsville
Campus Box 1154
Edwardsville, IL 62026-1154
Phone: (618) 692-2197
Fax: (618) 692-3388
No. 21728 4E P

SIGNORELLO, Terry
Acting Dir./Stu. Publications
SIU at Edwardsville
Campus Box 1167
Edwardsville, IL 62026
Phone: (618) 692-3528
No. 15354 4E P

SIGURDSON, Carol
Dir Stu Svs/Univ of No. B.C.
P.O. Bag 1950, Station A
Prince George, BC
V2L 5P2 CANADA
Phone: (604) 960-6361
No. 20923 5 V

SILIEN, Karen A.
Assoc. Dean of Stu. Affairs
Rhodes College
2000 N. Parkway
Memphis, TN 38112
Phone: (901) 726-3815
Fax: (901) 726-3291
E-mail: SILIEN@Vax.Rhodes.Edu
No. 21058 3 P

SILVA, Joseph C.
Asst. to the Vice Chancellor
Student Relations Office
University of California-Davis
Davis, CA 95616
Phone: (916) 752-9573
No. 21228 6 P

SIMMONS, Bette
Asst Dean Student Development
County College of Morris
214 Center Grove Road
Randolph, NJ 07869
Phone: (201) 328-5170
No. 3727 2 P

SIMMONS, Glenda Brock
Vice President-Student Life
Texas Woman's University
P.O. Box 22305
Denton, TX 76204
Phone: (817) 898-3601
No. 2443 3 V

SIMMONS, Jennifer J.
Res. Coord. for 1st Yr. Progr.
St. Lawrence University
FYP Office - Whitman Hall
Canton, NY 13617
Phone: (315) 379-5362
E-mail: jsi1@slumus.bitnet
No. 21700 2 P

SIMMONS, John
Academic Advisor
Old Dominion University
510 South Lake Circle
Chesapeake, VA 23320
Phone: (804) 683-3699
No. 21732 3 P

SIMMONS, Karen D.
Dir. Career Planning & Devel.
Upsala College
345 Prospect Street
East Orange, NJ 07019
Phone: (201) 266-7167
Fax: (201) 266-7079
No. 21805 2 P

SIMMONS, Lisa A.
Residence Hall Director
SUNY College Oswego
PO Box 321
Oswego, NY 13126
Phone: (315) 341-2246
Fax: (315) 341-6329
No. 19366 2 P

SIMMS, E. George
Associate Vice President
Florida International Univ.
University Park GC 216
Miami, FL 33199
Phone: (305) 348-2436
No. 21235 3 P

SIMON, Jason
Grad Asst-Health & Wellness
90 Marble Avenue, Apt. 1
Burlington, VT 05401
Phone: (802) 864-3755
No. 20458 1 S

SIMONDS, Peter W.
Associate Dean of Students
College of the Holy Cross
One College Street
Worcester, MA 01610
Phone: (508) 793-3487
No. 9148 1 P

SIMONI, Mary
Dir/Res Halls Computing Progr
Univ of MI/Hill Mngmt Ctr
1318 Markley/1503 Washingt.Hts
Ann Arbor, MI 48109-2015
Phone: (313) 764-6208
Fax: (313) 764-1153
E-mail: msimoni@umich.edu
No. 20895 4E P

SIMONS, Kathleen E.
Dean of Student Affairs
Elmhurst College
Dean of Student Affairs Office
Elmhurst, IL 60126
Phone: (708) 617-3050
No. 770 4E V

SIMPKINS, Karen L.
Assoc. Dir., Career Serv. Ctr
Eastern Michigan University
4th Floor Goodison
Ypsilanti, MI 48197
Phone: (313) 487-0400
No. 20420 4E P

SIMPSON, Christine M.
Director Residential Life
Lasell College
Student Services Office
Newton, MA 02166
Phone: (617) 243-2124
No. 20934 1 A

SIMPSON, Jacqueline D.
Hall Director
Iowa State University
2361 Friley Hall
Ames, IA 50012
Phone: (515) 294-3742
Fax: (515) 294-0623
No. 21548 4E P

SIMPSON, Terry F.
Asst Dean for Student Services
Coll of Osteopathic Medicine
3200 Grand Avenue
Des Moines, IA 50265
Phone: (515) 271-1738
No. 20904 4E V

SIMS, Johnnie M.
Asst Dir-Stu Support Services
The University of Iowa
1105 D Quadrangle
Iowa City, IA 52242
Phone: (319) 335-9223
No. 20854 4E P

SIMS, Joseph
Vice President-Student Dev.
Orange Co. Community College
115 South Street
Middletown, NY 10940
Phone: (914) 344-6222
No. 6587 2 V

SIMS, Mary Ellen
Coord. of Staff Dev., Res Life
Sam Houston State University
P.O. Box 2416
Huntsville, TX 77341-2416
Phone: (409) 294-1818
Fax: (409) 294-1920
E-mail: HOU_MES@SHSU.EDU
No. 21587 3 P

SIMS, Steve
Dean of Students
Northwest College
231 W 6th
Powell, WY 82435
Phone: (307) 754-6602
No. 2274 4W V

SINA, Julie A.
Assoc. Dean of Students
Virginia Polytech Institute
105 Brodie Hall
Blacksburg, VA 24061-0255
Phone: (703) 231-3787
Fax: (703) 231-4035
No. 21346 3 P

SINCLAIR, Linda J.
Program Coord/Counselor
University of North Dakota
P.O. Box 8274, Univ. Station
Grand Forks, ND 58202
Phone: (701) 777-4292
No. 21838 4W P

SINDLINGER, Judith A.
Director, Ed. Student Services
University of Central Florida
2421 Sherbrooke Road
Winter Park, FL 32792
Phone: (407) 823-2083
No. 8261 3 P

SINGER, Nancy A.
Director of Student Activities
Modesto Junior College
435 College Avenue
Modesto, CA 95350
Phone: (209) 575-6308
No. 20675 6 A

SINGER, Tara S.
Athletic Acad. Counselor
Western Kentucky Univ.
Big Red Way
Bowling Green, KY 42101
Phone: (502) 745-5685
E-mail: RFSINGTS@WKYUVM
No. 11833 3 P

SINGHEL, Scott J.
Residence Hall Director
PO Box 776
East Setauket, NY 11733
Phone: (516) 632-6892
No. 15956 2 P

SINGLETON, Glenn
Pacific Educational Group
200 California Ave., Suite 210
Palo Alto, CA 94306
Phone: (415) 321-6092
No. 19118 6 SMN

SINGLETON, Greg
Asst. Dean of Students
Purdue University
1096 Schleman Hall
West Lafayette, IN 47907
Phone: (317) 494-1232
Fax: (317) 496-1550
No. 10711 4E P

SINGLETON, James
Grad. Asst. - Student Affairs
2217 W. Elizabeth St. #102
Fort Collins, CO 80521
Phone: (303) 484-8597
No. 20593 4W S

SINSLEY, Howard L.
Assoc. VP-Student Services
Hillsborough Community College
P.O. Box 31127
Tampa, FL 33631-3127
Phone: (813) 253-7021
No. 8693 3 V

SIROVATKA, Stephanie
1421 15th Street SE #4
Menomonie, WI 54751
Phone: (715) 232-3693
Fax: (715) 232-1432
No. 20846 4E P

SISSON, V. Shamin
Assistant Dean Of Students
University of Virginia
Box 708 Newcomb Hall Station
Charlottesville, VA 22904
Phone: (804) 924-7133
Fax: (804) 924-3889
No. 12647 3 P

SITRIN, Steven
Director, Marvin Center
George Washington University
204 Marvin Center
Washington, DC 20052
Phone: (202) 994-7470
No. 15870 2 P

SITZMAN, John
Assistant Director
Loyola College
4501 N. Charles St
Baltimore, MD 21210-2699
Phone: (410) 323-1010
No. 11669 2 P

SIVULICH, Alice
Asst. VP for Student Life
Duquesne University
305 Duquesne Union
Pittsburgh, PA 15282
Phone: (412) 434-5853
No. 67 2 P

SIVULICH, Stephen
Vice President Student Life
La Roche College
9000 Babcock Blvd
Pittsburgh, PA 15237-5898
Phone: (412) 367-9271
Fax: (412) 367-9277
No. 11520 2 V

SJOBERG, Connie E.
101 Lansbrook
Ponca City, OK 74601
Phone: (405) 765-4216
No. 12847 4W P

SKARIE, Kristin L.
56 S4th St
Lewisburg, PA 17837-1802
Phone: (413) 788-3141
No. 15732 2 A

SKEEN, David
Dean of Student Life
Muskingum College
Student Life Office
New Concord, OH 43762
Phone: (614) 826-8083
No. 1091 4E V

SKELTON, John
Fraternity Advisor
Arizona State University
PO Box 1136
Tempe, AZ 85280-1136
Phone: (602) 965-4005
Fax: (602) 965-1534
E-mail: ijjxs@asuacad.bitnet
No. 18026 6 P

SKOOG, Gary
Dir-Office of Career Services
Elmhurst College
190 Prospect Avenue
Elmhurst, IL 60126
Phone: (708) 617-3186
Fax: (708) 617-3393
No. 20709 4E P

SKORHEIM, Mary
Dean of Students
Univ of Wisconsin-Oshkosh
125 Dempsey Hall 800 Algona Bl
Oshkosh, WI 54901
Phone: (414) 424-3100
No. 6895 4E P

SLACK, Ann K.
Asst. Dean of Student Life
Southern Methodist University
SMU Box 355
Dallas, TX 75275
Phone: (214) 768-4564
Fax: (214) 768-4572
No. 20600 3 P

SLACK, Craig
Coord of Student Organizations
Southern Methodist University
P.O. Box 436
Dallas, TX 75275
Phone: (214) 768-4400
Fax: (214) 768-4400
No. 21581 3 P

SLAGLE, Laurie
Dean of Students
College of Saint Benedict
37 South College Avenue
Saint Joseph, MN 56374
Phone: (612) 363-5256
Fax: (612) 363-5600
No. 19997 4E P

SLATER, Diana K.
2280 Mallard Lane Apt. #2
Beavercreek, OH 45431
Phone: (513) 320-0409
No. 20713 4E S

SLATTERY, Janet
Director-Admin/Student Affairs
Loyola University of Chicago
6525 N. Sheridan Road
Chicago, IL 60626
Phone: (312) 508-3890
No. 7931 4E P

SLAVANT, Dee
Dir. of Student Support Serv.
Louisiana State University
8100 Highway 71 South
Alexandria, LA 71302-9121
Phone: (318) 473-6425
No. 1081 3 V

SLAVID, Lisa
Grad. Resident Director
Santa Clara University
216 Benson Center
Santa Clara, CA 95053
Phone: (408) 554-4943
No. 21519 6 S

SLAVIN, Sharyn
Asst. VP for Student Affairs
California Institute of Tech
1201 California 108-31
Pasadena, CA 91125
Phone: (818) 395-6321
E-mail: SHARYN_SLAVIN@STARBASEL.CALTECH.EDU
No. 10608 6 V

SLAZINIK, Edward M.
Assoc. Dir. Illinois Union
University of Illinois
1401 W. Green #420
Urbana, IL 61801
Phone: (217) 333-0160
Fax: (217) 333-7872
No. 21381 4E P

SLEDGE, Danny E.
Acting Dean of Students
Western Michigan University
2307 Faunce Student Srvcs Bldg
Kalamazoo, MI 49008
Phone: (616) 387-2150
No. 18748 4E P

SLEPITZA, Ronald B.
Vice President Student Develop
Xavier University
3800 Victory Parkway
Cincinnati, OH 45207
Phone: (513) 745-3166
No. 2016 4E V

SLIMAK, Richard
Cadet Counseling (SS)
U.S. Coast Guard Academy
15 Mohegan Ave
New London, CT 06320
Phone: (203) 444-8520
No. 11268 1 V

SLOAN, A. Delories
Associate Dean
University of Michigan
2303 Stone Drive
Ann Arbor, MI 48105
Phone: (313) 763-8412
No. 18747 4E P

SLOGAR, Kelly L.
Academic Counselor
Thiel College
75 College Avenue
Greenville, PA 16125-2181
Phone: (412) 738-2057
No. 18426 2 A

SLOTTER, Joan L.
Assistant Dean of Students
Beaver College
Glenside, PA 19038
Phone: (215) 572-2933
No. 8391 2 P

SLOWINSKI, Donald J.
President
Essex Community College
7201 Rossville Blvd
Baltimore, MD 21237
Phone: (410) 780-6322
Fax: (410) 574-2172
No. 20239 2 P

SLUSARSKI, Paul C.
Assistant Administrator
129 Southgate Drive
West Seneca, NY 14224
Phone: (716) 845-5863
No. 7073 2 A

SMALL, David B.
Asst VP for Student Services
Univ of Houston
4800 Calhoun
Houston, TX 77204-3241
Phone: (713) 743-5100
No. 9825 3 P

SMALLIS, Michael P.
Assistant Dean of Students
Fairleigh Dickinson University
1000 River RD, Student Union
Teaneck, NJ 07666
Phone: (201) 692-2190
Fax: (201) 692-2188
No. 17194 2 P

SMALLMAN, Edward
739 Madison Ave
Charlottesville, VA 22903-2118
Phone: (804) 924-7686
No. 17112 3 P

SMART, James G.
Asst. Dir. of Residence Halls
University of Miami
P.O. Box 248044
Coral Gables, FL 33124
Fax: (305) 284-4956
No. 21274 3 P

SMAW, Darryl
Harvard School of Education
395 Beacon Street
Boston, MA 02116
Phone: (617) 266-5781
No. 12835 1 S

SMEATON, John W.
Asst VP for Student Affairs
Lehigh University
University Center # 29
Bethlehem, PA 18015
Phone: (215) 758-4156
No. 7339 2 P

SMEDICK, William D.
Director of Student Activities
Johns Hopkins University
3400 N. Charles St.
Baltimore, MD 21218
Phone: (410) 516-8209
No. 14587 2 P

SMIGGEN, Bob
Director of Housing
New Mexico State University
Box 30001 Dept 3BB
Las Cruces, NM 88003
Phone: (505) 646-3202
No. 11519 4W P

SMITH, Alesia
Assistant Director
Illinois State University
2440 Student Judicial Office
Normal, IL 61790-2440
Phone: (309) 438-8621
Fax: (309) 438-8832
No. 930177 4E P

SMITH, Alexander
Vice President - Student Life
Wartburg College
222 9th Street NW
Waverly, IA 50677-1003
Phone: (319) 352-8260
E-mail: Lex@Wartburg.edu
No. 200 4E V

SMITH, Allison K.
Texas A&M University
4441 Old College Rd. #2108
Bryan, TX 77801
Phone: (409) 845-1741
Fax: (409) 862-1026
No. 21504 3 S

SMITH, Barbara A.
Ass't. Director, Campus Living
University of Maine
5734 Hilltop Commons-Suite 101
Orono, ME 04469-5734
Phone: (207) 581-4801
No. 2067 1 P

SMITH, Bart P.
Senior Resident Advisor
University of Alaska-Fairbanks
P.O. Box 750513
Fairbanks, AK 99775
Phone: (907) 474-7610
Fax: (907) 474-6423
No. 21273 5 S

SMITH, Benny
Assistant Dean of Students
Haskell Indian Junior College
155 Indian Ave #1283
Lawrence, KS 66046-4800
Phone: (913) 749-8445
No. 12114 4W P

SMITH, Brenda I.
Area Coordinator
Saint Joseph's University
5600 City Avenue
Philadelphia, PA 19131
Phone: (215) 660-1480
E-mail: BSMITH@SJUPHIL.SJU.EDU
No. 17196 2 P

SMITH, Brian P.
Asst Dir of Residence Life
Canisius College
Buffalo, NY 14208
Phone: (716) 888-2220
No. 8431 2 P

SMITH, Carol
Assoc. Dean of Students
Drexel University
3210 Chestnut St.
Philadelphia, PA 19104
Phone: (215) 895-2507
E-mail: smithca@dunxl.ocs.drexel.edu
No. 14584 2 P

SMITH, Caryl K.
V.P., Student Support Services
University of Akron
302 E. Buchtel Avenue
Akron, OH 44325-4701
Phone: (216) 972-7907
Fax: (216) 972-8824
No. 1854 4E V

SMITH, Charles
Vice President-Student Affairs
Southern College of Technology
1100 S. Marietta Pkwy.
Marietta, GA 30060
Phone: (404) 528-7225
No. 702 3 V

SMITH, Christine
Residence Hall Director
Elmhurst College
190 Prospect Ave. Box 203
Elmhurst, IL 60126
Phone: (708) 617-3004
No. 17790 4E P

SMITH, Clayton
Dean Enrllmt & Student Service
Saint Martin's College
5300 Pacific Ave SE
Lacey, WA 98503
Phone: (206) 438-4367
Fax: (206) 459-4124
No. 654 5 V

SMITH, Connie
Mount Union College
C/M Box #1277- 1972 Clark Ave.
Alliance, OH 44601
Phone: (216) 823-2243
No. 11966 4E P

SMITH, Dan
Dean of Students
Christian Brothers University
650 East Parkway South
Memphis, TN 38104
Phone: (901) 722-0530
No. 9247 3 A

SMITH, Daniel B.
Asst Dir Student Admin Srvcs
Rider University
2084 Lawrenceville Rd
Lawrenceville, NJ 08648-3099
Phone: (215) 547-6429
No. 21233 2 P

SMITH, Danyale R.
Chatham College
Box 475 Woodland Road
Pittsburgh, PA 15232
No. 20518 2 H

SMITH, Daryl G.
Associate Professor
Claremont Graduate School
Harper 212, 150 E. 10th Street
Claremont, CA 91711
Phone: (714) 621-8075
No. 9445 6 F

SMITH, David Bryan
Dean of Students
Kansas Wesleyan University
100 E. Claflin
Salina, KS 67401
Phone: (913) 827-5541
No. 21102 4W A

SMITH, Douglas D.
4613 W. 1st St Rd.
Greeley, CO 80634
Phone: (303) 351-2231
No. 13092 4W S

SMITH, Edwin B.
Asst Chancellor-Pgms & Svcs
Univ of Wisconsin-Oshkosh
Dempsey 148, 800 Algoma Blvd
Oshkosh, WI 54901
Phone: (414) 424-4000
E-mail: smith@oshkoshw
No. 2765 4E V

SMITH, Gary L.
3659 Harnden Road
Bellingham, WA 98226
Phone: (206) 384-0331
E-mail: n7542151@henson.cc.wwu.edu
No. 19990 5 S

SMITH, George F.
Dean of Students
Edmonds Community College
20000 68th Ave. West
Lynnwood, WA 98036
Phone: (206) 640-1668
No. 8330 5 A

SMITH, George N.
Director, University Union
Clemson University
Box 344056
Clemson, SC 29634-4056
Phone: (803) 656-5827
No. 12581 3 P

SMITH, Harlan L.
15743 CR 3147
Tyler, TX 75706
Phone: (903) 595-0218
No. 21710 3 S

SMITH, Henry J.
Vice President-Student Life
Lee College
Cleveland, TN 37311
Phone: (615) 478-7792
No. 12754 3 A

SMITH, Holly
Graduate Assistant
Northeastern University
6 Speare Place
Boston, MA 02115
Phone: (617) 437-2575
No. 19314 1 S

SMITH, Holly
1200 E. Grand 2-6A
Carbondale, IL 62901
Phone: (618) 453-5714
No. 20497 4E S

SMITH, J. Scott
Asst. Dir. Univ. Unions
George Mason University
MSN 2D6
Fairfax, VA 22030
Phone: (703) 993-2909
Fax: (703) 993-4566
E-mail: ssmith@wpsco.gmu.edu
No. 15357 3 P

SMITH, James T.
Northeastern Illinois Univ.
5500 N. St. Louis Ave., B-104
Chicago, IL 60625-4699
No. 20560 4E H

SMITH, Jeff
Coord., Campus Recreation
Murray State University
101 Curris Center
Murray, KY 42071
Phone: (502) 762-6791
Fax: (502) 762-6952
E-mail: A39124F@MSUMUSIC
No. 21678 3 P

SMITH, Jennifer L.
Hall Director
Oklahoma State University
HD Apt. Iba Hall
Stillwater, OK 74077
Phone: (405) 744-5617
No. 21498 4W S

SMITH, John J.
Director-Union/Activities
Western Washington University
Viking Union/Room 202 MS 9106
Bellingham, WA 98225
Phone: (206) 676-3450
No. 3948 5 P

SMITH, John W.
Vice President-Student Affairs
University of Central Arkansas
UCA Box 4937
Conway, AR 72032
Phone: (501) 450-3416
No. 11394 4W V

SMITH, Johnny
Carson-Newman College
CNC Box 70774 Jefferson City
Jefferson City, TN 37760
No. 20526 3 H

SMITH, Joy S.
Assoc VP Student Affairs
Clemson University
202 Sikes Hall PO Box 344001
Clemson, SC 29634-4001
Phone: (803) 656-2161
Fax: (803) 656-0489
E-mail: joy_smith@quickmail.clemson.edu
No. 6924 3 P

SMITH, Julie A.
1820 Don Avenue
Los Osos, CA 93402
Phone: (805) 756-2053
No. 18847 6 S

SMITH, Karen J.
Dean of Students
Trinity College
125 Michigan Ave. NE
Washington, DC 20017
Phone: (202) 939-5021
No. 7252 2 V

SMITH, Kerry Lyn
Program Coordinator/Advisor
Univ. of California - Davis
Student Leadership Center
Davis, CA 95616
Phone: (916) 752-2027
Fax: (916) 752-4951
No. 21943 6 P

SMITH, Kris M.
Inst. Assessment Coord.
South Dakota State University
Admin. 315, Box 2201
Brookings, SD 57007-0288
Phone: (605) 688-4217
Fax: (605) 688-5822
E-mail: SMITHK@ADM.SDSTATE.EDU
No. 21341 4W P

SMITH, Laura Williams
138 B Chestnut Ridge Drive
Harrisonburg, VA 22801
Phone: (703) 568-1893
No. 19989 3 P

SMITH, Laurence N.
VP-Marketing & Student Affairs
Eastern Michigan University
112 Welch Hall
Ypsilanti, MI 48197
Phone: (313) 487-2390
No. 829 4E V

SMITH, Lex
2903 12th St NW
Waverly, IA 50677
Phone: (319) 352-8260
Fax: (319) 352-8514
No. 19423 4E P

SMITH, Linda Berg
Assoc Vice Chanc. Stu Services
University of Alaska-Anchorage
3211 Providence Drive Adm 158
Anchorage, AK 99508
Phone: (907) 786-1491
No. 11300 5 P

SMITH, Liza
Coord. Disabled Student Svs.
SUNY Fredonia
Learning Ctr., Hendrix Hall
Fredonia, NY 14063
Phone: (716) 673-3270
No. 21871 2 P

SMITH, Mary Ellen
VP and Dean of Student Life
Our Lady of the Lake Univ
Student Life Office
San Antonio, TX 78207-4689
Phone: (210) 434-6711
No. 805 3 V

SMITH, Pam A.
Associate Dean of Students
University of Tulsa
600 S College
Tulsa, OK 74104
Phone: (918) 631-2329
E-mail: INTLSTDS@TULSA
No. 5327 4W P

SMITH, Peter
Residence Life Coordinator
Lamar University
P.O. Box 10041
Beaumont, TX 77710
Phone: (409) 880-8111
No. 21411 3 P

SMITH, Ralphel L.
Melrose Hall
1701 Andy Holt Avenue
Knoxville, TN 37916
No. 18180 3 P

SMITH, Rebecca F.
Associate Dean Student Develop
Otterbein College
100 W. Home St
Westerville, OH 43081
Phone: (614) 898-1140
E-mail: BECKSMITH@BCLCL1.
No. 21111 4E P

SMITH, Robert E.
Assoc Director-Student Life
University of Alabama
P.O. Box 870292
Tuscaloosa, AL 35487
Phone: (205) 348-6114
No. 7883 3 P

SMITH, Roland
Vice President Student Affairs
University of Oklahoma
900 Asp Avenue Room 225
Norman, OK 73019
Phone: (405) 325-3161
Fax: (405) 325-5248
E-mail: RSmith2okdaily1.dsa.
uoknor.edu
No. 15511 4W V

SMITH, Scott F.
Marquette University
116 North 11th St RM 203
Milwaukee, WI 53233
Phone: (414) 288-3579
No. 17607 4E P

SMITH, Sheldon C.
Research Associate
Cleveland State University
3601 Raymort
University Heights, OH 44118
Phone: (216) 687-9342
No. 20732 4E S

SMITH, Sonya G.
Dir Student/Commuter Relations
Tennessee Board of Regents
1415 Murfreesboro Rd
Nashville, TN 37217
Phone: (615) 366-4412
No. 16066 3 SMN

SMITH, Susan
Alfred University
Carnegie Hall
Alfred, NY 14802-1232
Phone: (607) 871-2132
No. 4292 2 P

SMITH-EGGEMAN, Becky
9135 West 80th Drive
Arvada, CO 80005
Phone: (303) 431-1453
No. 12552 4W S

SMITHE, Brian Ralph
2214 North Illinois Avenue
Arlington Heights, IL 60004
Phone: (708) 870-7994
No. 20837 4E S

SMUCKER, Matthew J.
400 E. Napolean Road #389
Bowling Green, OH 43402
Phone: (419) 372-6016
E-mail: msmucke@andy.bgsu.edu
No. 18835 4E S

SMYTHERS, Stephanie D.
James Madison University
102 Alumnae Hall
Harrisonburg, VA 22807
Phone: (703) 568-3501
No. 17633 3 P

SNEAD, Ann R.
Director-Housing&Student Life
Johns Hopkins Med Institute
Reed Hall 1620 McElderry St
Baltimore, MD 21205
Phone: (410) 955-3211
No. 399 2 P

SNEAD, Kathy M.
Director of Student Services
University of Central Texas
Hwy 190 West, P.O. Box 1416
Killeen, TX 76540-1416
Phone: (817) 526-3262
Fax: (817) 526-8403
No. 2389 3 V

SNEARL, Gwendolyn E.
Coord. Minority Stu. Services
Louisiana State University
P.O. Box 17102
Baton Rouge, LA 70893
Phone: (504) 388-4309
Fax: (504) 388-4820
No. 21593 3 P

SNECKENBERG, Vickie U.
Complex Director
Michigan State University
126 South Hubbard Hall
East Lansing, MI 48825
Phone: (517) 353-8466
Fax: (517) 336-3365
E-mail: VPS77@MSUAIS.MSU.
EDU
No. 764 4E P

SNEED, David M.
Associate Dean of Students
Millsaps College
1701 N. State
Jackson, MS 39210
Phone: (601) 974-1200
Fax: (601) 974-1224
No. 18221 3 P

SNODDY, Gregory
Associate Dean of Students
Salem -Teikyo University
PO Box 219
Salem, WV 26426
Phone: (304) 782-5300
No. 19040 2 P

SNODGRASS, Gregory
Dir.-Ctr.for Counseling/Plcmnt
Southwest Texas State Univ
3208 Capsicum Cove
Austin, TX 78748
Phone: (512) 245-2208
No. 1352 3 P

SNYDER, Barbara
Vice Chancellor-Student Aff.
Univ of Nebraska-Kearney
Student Affairs Office
Kearney, NE 68849
Phone: (308) 234-8528
No. 5884 4W V

SNYDER, Emilie M.
Director
Sam Houston State University
P.O. Box 2238
Huntsville, TX 77341
Phone: (409) 294-1713
No. 10733 3 P

SNYDER, Kara L.
1940 Courtland Drive
Kent, OH 44240
No. 19757 4E S

SNYDER, Mary Beth
Dean of Students
Iowa State University
210 Student Services Bldg
Ames, IA 50011
Phone: (515) 294-1022
Fax: (515) 294-5457
E-mail: msynder@iastate.edu
No. 8403 4E P

SNYDER, Melody
Indiana University
McNutt - Delgado #246
Bloomington, IN 47406
Phone: (812) 857-3903
No. 20726 4E S

SNYDER, Peter G.
Director-Housing & Res. Life
Rensselaer Polytechnic Inst
110 8th Street (Commons)
Troy, NY 12181
Phone: (518) 276-6284
No. 896 2 P

SOARE, Warren
Dean of Students
Long Island University
C.W. Post Campus
Brookville, NY 11548
Phone: (516) 299-2255
No. 8271 2 A

SOARES, Patricia
Assistant Hall Director
Ohio State University
85 Curl Drive
Columbus, OH 43210
Phone: (614) 292-8442
No. 18757 4E S

SOCKOLOF, David
Area Coordinator
Georgia Inst of Technology
P.O. Box 20391
Atlanta, GA 30325
Phone: (404) 894-3372
No. 18251 3 P

SOLAK, Mendy
Director of Student Services
Vanier College
821 Blvd. Ste. Croix
St-Laurent CANADA H4L 3X9
Phone: (514) 744-7964
No. 21955 1 A

SOLAN, George
Acting Dean of Students
St. Bonaventure University
P.O. Box BZ
St. Bonaventure, NY 14778
Phone: (716) 375-2512
No. 7110 2 A

SOLANO, Anthony
Area Coordinator
SUNY Farmingdale
Sinclair Hall/ Res Life Office
Farmingdale, NY 11735
Phone: (516) 420-2119
No. 19950 2 P

SOLINGER, Diane
Director of Dept of Residence
University of Denver
2050 E. Evans Avenue
Denver, CO 80208-0050
Phone: (303) 871-2246
No. 10709 4W P

SOLIZ, Gina M.
1430 Sunnycrest Road Apt. 5
Syracuse, NY 13206
Phone: (315) 432-9181
No. 21631 2 S

SOLOMITA, Mary E.
Dean of Student Services
Mount Wachusett Community Coll.
444 Green Street
Gardner, MA 01440
Phone: (508) 632-6600
No. 12640 1 A

SOMERS, Patricia
Assistant Professor
11706 Pleasant Ridge Dr. # 904
Little Rock, AR 72212
Phone: (501) 221-3891
No. 14124 4W P

SOMPPI, Susan
Academic Advisor
Calif. Poly State Univ.-SLO
P. O. Box 1007
San Luis Obispo, CA 93406
Phone: (805) 756-2301
No. 20439 6 P

SONGER, Herbert
Asst VP for Student Affairs
Fort Hays State University
600 Park Street
Hays, KS 67601
Phone: (913) 628-4276
No. 24 4W P

SORENSON, David P.
Director Admissions
Univ of Colorado-Health Sci
Box A054- 4200 E Ninth Avenue
Denver, CO 80262
Phone: (303) 270-7676
No. 14713 4W V

SORENSON, Wayne R.
Hall Director
Oklahoma State University
Bennett Hall - Hall Dir. Apt.
Stillwater, OK 74077
Phone: (405) 744-5608
No. 21601 4W S

SOROCHTY, Roger W.
Vice President-Student Affairs
Eckerd College
4200 54th Ave South.
St. Petersburg, FL 33711
Phone: (813) 864-8421
Fax: (813) 866-2304
E-mail: SOROCHRW@ECKERD.EDU
No. 1838 3 V

SOSA, Dina Marie
Student Development Specialist
The Univ. of Texas at Dallas
SU 22 Box 830688
Richardson, TX 75083
Phone: (214) 690-2070
Fax: (214) 690-2112
No. 21667 3 P

SOUFLERIS, Dawn Meza
Area Coordinator-Res. Life
Rochester Inst. of Technology
One Lomb Memorial Drive
Rochester, NY 14623
Phone: (716) 475-2974
Fax: (716) 475-5050
E-mail: DMSRHS@ritvax.inc.rit.edu
No. 940161 2 P

SOULE, Kathryn D.
210 Maury Ave #13
Charlottesville, VA 22903
Phone: (804) 979-9377
No. 14918 3 S

SOUTH, James
Associate Provost
Pennsylvania State University
777 West Harrisburg Pike
Middletown, PA 17057
Phone: (717) 948-6016
No. 330 2 P

SOUTHERLAND, M.
VP - Student Affairs
Texas A&M University
College Station, TX 77843
Phone: (409) 845-4728
No. 1913 3 V

SOUTHERN, Debra
Assistant Director
Cornell College
600 1st St. West
Mt. Vernon, IA 52314
Phone: (319) 895-4457
Fax: (319) 895-5894
E-mail: D.SOUTHERN@CORNELL-IOWA.EDU
No. 20284 4E P

SOUZA, Victoria
Residence Hall Director
Oregon Health Sciences Univ.
707 SW Campus Drive
Portland, OR 97201
Phone: (503) 494-8675
Fax: (503) 494-8255
No. 21916 5 P

SOVET, Carolyn
Asst Director Student Life
University of Rhode Island
6 Punch Bowl Trail
Kingston, RI 02892
Phone: (401) 792-2101
No. 9008 1 P

SPALL, Lynley
Grad. Assistant
Univ. of South Carolina
Russell House/Campus Act. Ctr.
Columbia, SC 29208
Phone: (803) 777-5780
Fax: (803) 777-7396
No. 21424 3 S

SPARKS, Lynne D.
Resident Director
Messiah College
Grantham, PA 17027
Phone: (717) 697-5316
No. 20302 2 P

SPAULL, Elaine
Associate Vice President
Rochester Institute of Tech
1 Lomb Memorial Drive
Rochester, NY 14623
Phone: (716) 475-2268
No. 20360 2 P

SPECHT, Dean
Vice President-Student Life
Mount Marty College
1105 W 8th Street
Yankton, SD 57078
Phone: (605) 668-1541
No. 2010 4W V

SPELLMAN, Mary Jane
Indiana University
Forest Center, #327B
Bloomington, IN 47406
Phone: (812) 857-9109
No. 17567 4E S

SPENCE, Kathryn L.
224 S. Harden #4
Columbia, SC 29205
Phone: (803) 777-7280
No. 20833 3 S

SPENCER, Edward F.D.
Dir-Res. & Dining Programs
VA Polytech & State Univ
109 E Eggleston Hall
Blacksburg, VA 24061-0428
Phone: (703) 231-6204
Fax: (703) 231-5041
E-mail: ESPENCER@VTVM1.CC.VT.EDU
No. 804 3 P

SPENCER, Rebecca
Residence Hall Director
Oregon State University
McNary Hall
Corvallis, OR 97331
Phone: (503) 737-7781
Fax: (503) 737-2400
No. 21628 5 S

SPEROS, Michael
Residence Hall Coordinator
Illinois State University
P.O. Box 697
Normal, IL 61761
Phone: (309) 436-6350
No. 21865 4E P

SPEROTTO, Steve
Director, Campus Life
SIU at Edwardsville
Bos 1165 Office Campus Life
Edwardsville, IL 62025-1165
Phone: (618) 692-2020
No. 9341 4E P

SPHULER, Robert H.
Vice Pres for Student Services
Colorado Mountain College
P.O. Box 10001
Glenwood Springs, CO 81602
Phone: (303) 945-8691
No. 6390 4W V

SPIKER, Kim
Box 1098, 3600 Chestnut Street
Philadelphia, PA 19104-6106
Phone: (215) 573-4737
No. 20817 2 S

SPITALE, Danny
Coordinator, Student Affairs
York University
4700 Keele Street
North York Ontario M3J 1P3
Phone: (416) 736-5144
No. 15959 4E P

SPLAINGARD, Carla
Vice Provost for Student Serv.
Oklahoma St Univ-Okla. City
900 N. Portland
Oklahoma City, OK 73107
Phone: (405) 945-3269
No. 11340 4W V

SPOLYAR, Ludwig
Psychologist
Univ of Minn-Twin Cities
101 Eddy, 192 Pillsbury Drive
Minneapolis, MN 55455
Phone: (612) 624-3323
No. 4282 4E P

SPOONER, Sue
Professor
Univ of Northern Colorado
298 McKee Hall c/o PPSY Office
Greeley, CO 80639
Phone: (303) 351-1682
Fax: (303) 356-0225
E-mail: sspooner@mail.UnivNorthCo.edu
No. 11056 4W P

SPRAGAN, Kelley
Resident Director
Temple University
2029 N. Broad Street
Philadelphia, PA 19122
Phone: (215) 204-6431
Fax: (215) 204-3261
No. 18091 2 P

SPRAGGINS, Timothy
Dir., African-American Stu Svs
University of Dayton
300 College Park
Dayton, OH 45469
Phone: (513) 229-3686
No. 12553 4E P

SPRAGUE, Colleen M.
Director Student Activities
Rivier College
420 Main Street
Nashua, NH 03060-5086
Phone: (603) 888-1311
No. 19577 1 P

SPRAGUE, David
Vice President-Student Life
St Cloud State University
Atwood 106
St Cloud, MN 56301 4498
Phone: (612) 255-3111
No. 1243 4E V

SPRENGELER, Patricia A.
Director, Office Stu Finan Aid
Coconino Co. Community College
3000 N. 4th St, Suite 17
Flagstaff, AZ 86004
Phone: (602) 527-1222
No. 18595 6 A

SPRINGER, Bobby Jo
Director Student Services
Davenport College
415 E. Fulton Street
Grand Rapids, MI 49503
Phone: (616) 732-1180
No. 20200 4E P

SPRINGER, Kenneth G.
One Mosher, Apt 310
Mt. Pleaant, MI 48858
Phone: (517) 772-7035
No. 18697 4E S

SPRINGFIELD, Susan G.
Coord. of Stu. Dev., Res Life
Sam Houston State University
P.O. Box 2416
Huntsville, TX 77341-2416
Phone: (409) 294-1817
Fax: (409) 294-1920
E-mail: HOU_SGS@SHSU.EDU
No. 21588 3 P

SPROTTE, Nancy C.
Asst. VP for Student Affairs
San Diego State University
San Diego, CA 92182-0771
Phone: (619) 594-5384
Fax: (619) 594-4902
E-mail: nancy.sprotte@sdsu.edu
No. 940179 6 P

SPUNGIN, Cynthia
Resident Hall Director
SUNY Stony Brook
P.O. Box 149
Stony Brook, NY 11790-0149
Phone: (516) 632-6765
No. 17255 2 P

SQUATRIGLIA, Robert W.
VP for Student Affairs
Coastal Carolina University
P.O. Box 1954
Conway, SC 29526
Phone: (803) 349-2300
No. 1022 3 V

SQUIER, Shirley A.
Director
Pueblo Community College
900 Orman
Pueblo, CO 81004
Phone: (719) 549-3464
Fax: (719) 543-7566
E-mail: SQUIER@PCC.
CDORADO.EDU
No. 14843 4W A

ST. JOHN, Judith A.
Dir., Ctr. for Health & Couns.
Southeast MO State University
101 Crisp Hall, MS8100
Cape Girardeau, MO 63701-4799
Phone: (314) 651-2270
No. 21737 4W P

ST. PETER, David
3611 Wyoming
Kansas City, MO 64111
Phone: (913) 432-3262
No. 20914 4W S

STAAB, Jane
Assistant Coordinator
California State U- Long Beach
1250 Bellflower Blvd
Long Beach, CA 92641
Phone: (310) 985-4575
No. 19593 6 P

STACK, John
Dean of Students
Villanova University
Dean of Students Office
Villanova, PA 19085
Phone: (215) 645-4200
No. 7544 2 P

STAGE, Frances K.
Associate Professor
Indiana University
4120 Wright Hall
Bloomington, IN 47405
Phone: (812) 856-8004
No. 9312 4E P

STALEY, Janet E.
4018 NW Witham Hill Drive #53
Corvallis, OR 97330
Phone: (503) 754-2758
No. 21653 5 S

STALNAKER, Samantha Kay
2949 Neil Avenue Apt. 301-B
Columbus, OH 43202
Phone: (614) 263-9382
No. 20930 4E S

STAMATAKOS, Louis C.
Professor Emeritus
Michigan State University
2014 Yuma Trail
Okemos, MI 48864
Phone: (517) 353-5220
No. 226 4E P

STAMPER, Edward
Student Services Director
Stone Child College
Box 1082 Rocky Boy Route
Box Elder, MT 59521
Phone: (406) 395-4313
No. 15097 5 V

STAMPER, Jeff
Operation Manager
Auraria Higher Education Centr
955 Lawrence St-PO Box 4615-S
Denver, CO 80204
Phone: (303) 428-8241
No. 12325 4W P

STANAWAY, Timothy
Dean of Students
Oregon Institute of Technology
3201 Campus Drive
Klamath Falls, OR 97601-8801
Phone: (503) 885-1010
No. 6344 5 V

STANG, Michael J.
Asst. Dean Housing Services
Marquette University
716 N. 11th St. Rm 203
Milwaukee, WI 53233
Phone: (414) 288-7208
No. 9979 4E P

STANLEY, Sue
Asst Dir Housing & Res Life
Univ. No. Carolina - Charlotte
Scott Hall Res Life
Charlotte, NC 28223
Phone: (704) 547-2585
Fax: (704) 547-3161
E-mail: arl00sms@unccvm.edu
No. 930037 3 P

STANNARD, Katie
Asst to Dean Student Affairs
Carnegie Mellon University
5000 Forbes Avenue-Warner Hall
Pittsburgh, PA 15213
Phone: (412) 268-2073
E-mail: ks52@andrew.cmu.e
No. 15388 2 P

STANTON, Edward
Memphis State University
3605 Acacia
Memphis, TN 38116
No. 20527 3 H

STAPLES, Lissa M.
Graduate Student
Stanford University
704 Campus Dr. 14E
Stanford, CA 94305
Phone: (415) 497-4651
E-mail: lstaples@leland.stanford.edu
No. 21405 6 S

STARK, Lou
Vice President-Student Life
Central College
812 University Street
Pella, IA 50219
Phone: (515) 628-5249
No. 358 4E V

STARKEL, Henry
Dir, Public Safety
Eastern Connecticut State Univ
83 Windham St
Willimantic, CT 06226
Phone: (203) 456-5313
No. 18624 1 P

STARKS, Jacqueline M.
Executive Director Acad. Dev.
Saint Joseph's University
5600 City Ave
Philadelphia, PA 19131
Phone: (215) 660-1081
No. 17478 2 P

STATEN, Shannon D.
Asst Dir Housing & Facilities
University of Louisville
Louisville, KY 40292
Phone: (502) 852-6636
Fax: (502) 852-5427
E-mail: sdstat01@u1kyvm
No. 14736 3 P

STAVISKY, Adam
Director Student Affairs
Woodbury University
7500 Glenoaks Boulevard
Burbank, CA 91510-7846
Phone: (818) 767-0888
No. 10420 6 V

STEAD, Sharon
Associate Hall Director
Colorado State University
AHD - Parmelee Hall
Fort Collins, CO 80521
Phone: (303) 495-5251
No. 20590 4W S

STEELE, Brenton
Dean of Student Life
University of New Orleans
University Center, RM 260
New Orleans, LA 70148
Phone: (504) 286-6222
Fax: (504) 286-3975
No. 369 3 V

STEEN, Anne M.
Director of Residential Life
American University
406 Butler Pavillion
Washington, DC 20016
Phone: (202) 885-3370
No. 12655 2 P

STEENSLAND, Blaine E.
Director of Student Affairs
Penn State Berks
Tulpehocken Rd, Box 7009
Reading, PA 19610-6009
Phone: (215) 320-4864
No. 17762 2 P

STEFANOWICZ, Michael
154 Pearl Street
Enfield, CT 06082
Phone: (203) 741-6305
No. 19606 1 S

STEFFEN, John D.
Associate Professor
Kansas State University
369 Bluemont Hall
Manhattan, KS 66506
Phone: (913) 532-5541
E-mail: JSTEFFN@KSUVM.KSU.EDU
No. 216 4W P

STEFFES, Jeanne
Assistant Director
Northeastern University
4 Speare Hall- Dept. Res. Life
Boston, MA 02115
Phone: (617) 373-2814
Fax: (617) 373-8794
No. 18033 1 P

STEIN, John
Director, Four Winds Program
Skidmore College
Ladd Hall, Rm 318
Saratoga Springs, NY 12866
Phone: (518) 584-5000
No. 4441 2 P

STEINBRECHER, Joan
Dean of Student Services
Loyola University of Chicago
6525 N. Sheridan Rd Granada380
Chicago, IL 60626
Phone: (312) 508-2146
Fax: (312) 508-3682
No. 8887 4E P

STEINFELD, Trudy
Director Career Services
New York University
719 Broadway Suite 300
New York, NY 10003
Phone: (212) 998-4738
No. 11924 2 P

STEINMAN, Carol
Dean of Student Services
Parkland College
2400 W. Bradley Avenue
Champaign, IL 61821
Phone: (217) 351-2477
No. 20887 4E A

STEINMILLER, Jeffrey
Dir. of Student Activities
Fairleigh Dickinson University
285 Madison Avenue
Madison, NJ 07940
Phone: (201) 593-8570
Fax: (201) 593-8510
No. 21491 2 P

STEINOUR, Karen L.
Dean of Students
Duke University
Box 90946
Durham, NC 27708
Phone: (919) 684-6313
No. 20377 3 A

STEINWAY, Harry
Dean of Students
Mount Saint Mary College
330 Powell Avenue
Newburgh, NY 12550
Phone: (914) 561-0800
No. 7767 2 V

STENARD, Richard
Dean of Student Affairs
Eastern Oregon State College
1410 L Ave, Inlow Hall Rm 115
La Grande, OR 97850-2899
Phone: (503) 962-3635
Fax: (503) 962-3849
E-mail: stenardd@eosc.osshe.edu
No. 1014 5 V

STENGEL, Brooke A.
329 Prospect Avenue
Princeton, NJ 08540
Phone: (609) 924-4807
No. 20886 2 S

STENGER, Jennifer
Graduate Area Coordinator
Babson College
Residential Life
Babson Park, MA 02157
Phone: (617) 239-6502
No. 20481 1 S

STEPHENS, Gail M.
Associate Dean of Students
Middle Tennessee State Univ
Box 7
Murfreesboro, TN 37132
Phone: (615) 898-5822
E-mail: GSTEPHENS@MTSU.EDU
No. 15383 3 P

STEPHENS, Harry L.
Vice President-Student Affairs
Emporia State University
1200 Commercial, Box 7
Emporia, KS 66801
Phone: (316) 343-5267
No. 2192 4W V

STEPHENS, Maite
1119 Eagle Ridge Drive
Birmingham, AL 35242
Phone: (205) 995-0799
No. 21959 3 S

STEPHENS, Sally
Director Residence Life
Adelphi University
University Center 100 310
Garden City, NY 11530
Phone: (516) 877-3650
No. 21145 2 P

STEPHENSON, Colleen
721 Pellet Court
Flushing, MI 48433
Phone: (313) 659-5087
No. 20794 4E S

STEPHENSON, Larry
Director Student Activities
Morehead State University
U.P.O. Box 797
Morehead, KY 40351
Phone: (606) 783-2071
No. 1860 3 P

STEPHENSON, Stephanie
Grad. Resident Advisor
Michigan State University
143 West Akers Hall
East Lansing, MI 48825
Phone: (517) 353-4936
No. 21562 4E S

STEPP, Joe Alan
VP for Student Services
Alice Lloyd College
Purpose Road
Pippa Passes, KY 41844
Phone: (606) 368-2101
Fax: (606) 368-2125
No. 2457 3 V

STERNECKERT, Holly
Assoc. VP/ Plant & Operations
Univ of Houston-Univ Park
Houston, TX 77204-1851
Phone: (713) 743-5750
No. 161 3 P

STETSON, L. Dean
Dean of Student Services
Lethbridge Community College
3000 College Dr. S. Lethbridge
Alberta Canada T1K 1L6
Phone: (403) 320-3282
E-mail: STETSON@A1.LCC2.LETHBRIDGEC.AB.CA
No. 1326 5 V

STEVENS, Betty
5404 Bennington Woods Court
Columbus, OH 43220
Phone: (614) 451-6869
No. 9383 4E H

STEVENS, Blaine
Dean of Students
American International College
1000 State Street
Springfield, MA 01109
Phone: (413) 737-7000
No. 1969 1 V

STEVENS, Garvin
Dir. of Student Services
UND - Williston
Box 1326
Williston, ND 58801
Phone: (701) 774-4200
Fax: (701) 774-4252
No. 20797 4W A

STEVENS, Irene
Asst Dean of Student Services
University of Florida
202 Peabody Hall
Gainesville, FL 32611
Phone: (904) 392-1261
Fax: (904) 392-5566
E-mail: Irene_Stevens@sfa.ufl.edu
No. 5785 3 P

STEVENS, Joan C.
Dean of Students
Moore College of Art & Design
20th & The Parkway
Philadelphia, PA 19103
Phone: (215) 568-4515
No. 16915 2 A

STEVENS, Kathryn E.
Residence Director
Ithaca College
953 Danby Rd Office Res Life
Ithaca, NY 14850
Phone: (607) 274-1113
E-mail: KSTEVENS@OAITHACA.EDU
No. 14917 2 P

STEVENS, Loralee D.
Complex Director
University of Kansas
500 W. 11th Street
Lawrence, KS 66045
Phone: (913) 864-4013
No. 16904 4W P

STEVENS, Marcia
Director of Housing
Wichita State University
2007 North Old Manor
Wichita, KS 67260-0141
Phone: (316) 689-3693
No. 10638 4W P

STEVENS, Susan V.
1699 York Drive
Christiansburg, VA 24073
Phone: (703) 382-1699
No. 7890 3 S

STEVENSON, Jeffrey W.
Resident Director
Ohio University
050 Chubb Hall
Athens, OH 45701
Phone: (614) 593-4095
No. 19288 4E P

STEWARD, Kathy
Asst Dir-Res & Greek Life
Univ of Southern California
Student Union 200
Los Angeles, CA 90089
Phone: (213) 740-2080
No. 1470 6 P

STEWART, Barbara E.
Graduate Fellow
Bowling Green State University
450 South Enterprise #16
Bowling Green, OH 43402
Phone: (419) 372-6016
No. 17627 4E S

STEWART, Cynthia R.
Residential Services
SUNY College Cortland
PO Box 2000
Cortland, NY 13045-2000
No. 15412 2 P

STEWART, Joe
Vice Pres for Student Affairs
University of North Texas
P.O. Box 5356
Denton, TX 76203
Phone: (817) 565-4909
No. 4186 3 V

STEWART, Karen S.
Director of Residential Life
Monmouth College
431 Cedar Avenue
West Long Branch, NJ 07764
Phone: (908) 571-3465
No. 7307 2 P

STEWART, Ruby
Dir/Intnl/Grk-Lt/Cmutr Stu Aff
Lincoln University
820 Chestnut Street
Jefferson City, MO 65102-0029
Phone: (314) 681-5593
No. 21036 4W P

STEWART, Tracey
Assistant Dean/Student Affairs
Columbia University
410 Riverside Dr #24
New York, NY 10025
Phone: (212) 864-3829
No. 20397 2 P

STEWART, W.A.
Director, Student Services
Simon Fraser University
Burnaby
B.C. Canada V5A 1S6
Phone: (604) 291-3112
Fax: (604) 291-5682
E-mail: bill_stewart@sfu.ca
No. 8932 5 V

STEWART, Zakiya
Dir- Learning Center
Seattle University
Broadway & Madison
Seattle, WA 98122
Phone: (206) 296-5740
No. 13008 5 P

STICKEL, Tim
Asst. Dir. of Residence Life
Univ of Alaska-Fairbanks
P.O. Box 756860
Fairbanks, AK 99775-6860
Phone: (907) 474-7247
No. 14452 5 P

STIER, Mark
Faculty
Nazareth College of Rochester
4245 East Avenue
Rochester, NY 14618
Phone: (716) 586-2525
No. 21533 2 F

STILLEY, Richard
Director of Student Life
Davis & Elkins College
100 Campus Dr, Student Center
Elkins, WV 26241
Phone: (304) 636-1900
No. 14800 2 V

STILLION, Glenn
Vice Chancellor
Western Carolina University
460 HFR Administration Bldg.
Cullowhee, NC 28723
Phone: (704) 227-7147
No. 2150 3 V

STILLMAN, Alan D.
Area Coordinator
New England College
Off. of Residential Life
Henniker, NH 03242
Phone: (603) 428-2334
Fax: (603) 428-7230
No. 19266 1 P

STIMPSON, Richard
Asst VP Student Affairs
Univ of Maryland-College Park
2101 Annapolis Hall
College Park, MD 20742
Phone: (301) 314-7775
No. 10161 2 P

STIRLING, Jean
Admissions Officer
California Polytechnic State U
Admissions Office
San Luis Obispo, CA 93407
Phone: (805) 756-5476
E-mail: du219@oasis.calpoly.edu
No. 16906 6 P

STOCKTON, Timothy D.
Coordinator Residence Life
Indiana University
Teter Quad
Bloomington, IN 47406
Phone: (812) 855-4034
No. 18363 4E P

STODDARD, Beth
Assistant Dean
Loyola Marymount University
7101 W. 80th Street Malone 107
Los Angeles, CA 90045
Phone: (310) 338-2963
Fax: (310) 338-1805
No. 12041 6 P

STODDARD, Karin
1376 Ferry Street
Eugene, OR 97401
Phone: (503) 686-2396
E-mail: Stoddard@oregon.uoregon.edu
No. 20091 5 S

STODDART, David
Asst. Director-Housing
Oklahoma State University
120 Brumley Office
Stillwater, OK 74078-0633
Phone: (405) 624-5353
E-mail: UARLDES@OSUCC
No. 1109 4W P

STOGEL, Debbie
1506 Corinth Ave, Unit 202
Los Angeles, CA 90025
Phone: (213) 446-8000
No. 9655 6 P

STOICOVY, Richard P.
Dean of Students
Guam Community College
P.O. Box 23069
GMF Guam, M.I. 96921
Phone: (671) 734-4311
No. 14808 6 A

STOKER, Jamie L.
Associate Dean of Students
Converse College
580 East Main Street
Spartanburg, SC 29302
Phone: (803) 596-9140
No. 20260 3 A

STOKES, Michael
Area Director
Georgia Southern University
Landrum Box 8105
Statesboro, GA 30460-8105
Phone: (912) 681-2319
Fax: (912) 681-0081
E-mail: mstokes@gsvms2.cc.gasou.edu
No. 12962 3 P

STOLAR, Barbara E.
Asst Director Residence Life
Edinboro University of PA
Res Life - Lawrence Towers
Edinboro, PA 16444
Phone: (814) 732-2818
No. 18816 2 P

STOLL, Nancy C.
Dean of Students
Suffolk University
41 Temple Street
Boston, MA 02114
Phone: (617) 573-8239
No. 6231 1 V

STONE, Billy J.
P.O. Box 5463
Bossier City, LA 71171
Phone: (318) 746-8395
No. 21850 3 S

STONE, Gail
Assoc Director-Residence Life
Plymouth State College
Residence Life House
Plymouth, NH 03264
Phone: (603) 535-2260
No. 6294 1 P

STONE, Gregory G.
Associate Dean
Colby-Sawyer College
PO Box 1251
New London, NH 03257
Phone: (603) 526-3753
Fax: (603) 526-2135
No. 1807 1 P

STONE, Michael E.
Director of Career Development
Albion College
Albion, MI 49224
Phone: (517) 629-0332
Fax: (517) 629-0509
No. 17485 4E P

STONER, Kenneth L.
Director of Student Housing
University of Kansas
422 W. 11th Street, Suite DSH
Lawrence, KS 66045
Phone: (913) 864-7224
Fax: (913) 864-5048
No. 10924 4W P

STONER, Ruth A.
Assistant to the Dean
University of Kansas
300 Strong Hall, Student Life
Lawrence, KS 66045
Phone: (913) 864-4060
No. 9564 4W P

STOREY, Bruce
Dean of Students
Virginia Intermont College
1013 Moore Street
Bristol, VA 24201
Phone: (703) 669-6101
No. 10636 3 A

STORK, Susan
Coordinator Staff Selection
South Dakota State University
115 Vecota, Box 506
Brookings, SD 57007
Phone: (605) 688-5148
No. 20352 4W P

STORMER, David E.
Asst VP University Safety
Pennsylvania State University
Eisenhower Prkg Deck/Univ.Sfty
University Park, PA 16802-2116
Phone: (814) 865-1864
No. 12038 2 P

STOTT, Mary
Dir., School & College Liaison
University of British Columbia
1874 East Mall
Vancouver, B.C. V6T 1Z1
Phone: (604) 822-4319
No. 12422 5 A

STOUT, Dorman
Vice President-Student Affairs
East Tennessee State Univ
Campus Box 70725
Johnson City, TN 37614-0002
Phone: (615) 929-5377
No. 637 3 V

STOUT, Jack H.
Vice President - Univ. Center
University Center at Tulsa
700 North Greenwood Avenue
Tulsa, OK 74106-0700
Phone: (918) 586-0521
No. 12294 4W V

STOVALL, Stacy E.
Asst. Dir. of Residence Life
Mary Washington College
205 Lee Hall
Fredericksburg, VA 22401
Phone: (703) 899-4673
Fax: (703) 899-4834
No. 14275 3 P

STOWERS, Robert H.
4461 Cox Drive
Stow, OH 44224
No. 16859 4E F

STRANGE, Carney
Prof. Higher Ed. & Stu. Aff.
Bowling Green State University
330 Education Building
Bowling Green, OH 43403
Phone: (419) 372-7388
Fax: (419) 372-8265
E-mail: STRANGE@ANDY.BGSU.EDU
No. 1198 4E P

STRATER, Jeffrey
Program Advisor
Kansas State University
Kansas State Union
Manhattan, KS 66506
Phone: (913) 532-6571
E-mail: strater@ksuvm.ksu.edu
No. 18626 4W S

STRATTON, Julie Sidener
Housing Complex Director
Univ. of North Dakota
Box 9029
Grand Forks, ND 58202
Phone: (701) 777-2779
Fax: (701) 777-8516
No. 21412 4W P

STRAUSS, David J.
Coord. for Greek Affairs
OH St Univ.-Rm. 334 Ohio Union
1739 N. High Street
Columbus, OH 43210-1392
Phone: (614) 292-8763
Fax: (614) 292-4462
E-mail: strauss.15@osu.edu
No. 20875 4E P

STREEPER, Daniel J.
Director of Campus Activities
Coe College
1200 1st Ave, NE
Cedar Rapids, IA 52402
Phone: (319) 399-8609
No. 17861 4E P

STREET, JR., James
Asst Dir Ctr Student Involvmnt
Appalachian State University
Plemmons Student Union
Boone, NC 28608
Phone: (704) 262-6252
No. 6414 3 P

STRINGER, Jeremy
Associate Professor
Seattle University
Campion Tower 402
Seattle, WA 98122
Phone: (206) 296-6061
No. 18523 5 P

STRIPLING, William R.
Associate Dean of Students
Arkansas State University
PO Box 119
State University, AR 72467
Phone: (501) 972-2034
No. 16838 4W A

STRODE, Connie B.
Senior Lecturer
Texas A&M Univ. at Galveston
P.O. Box 1675 - GACD
Galveston, TX 77553
Phone: (501) 575-2207
No. 14073 3 F

STROHMEYER, Donna
Director of Student Activities
Tarleton State Universtiy
Box T-518
Stephenville, TX 76402
Phone: (817) 968-9490
Fax: (817) 968-9499
No. 21127 3 P

STROM, SueAnn
Vice President-Student Affairs
Southeast Missouri State Univ
One University Plaza
Cape Girardeau, MO 63701-4799
Phone: (314) 651-2262
Fax: (314) 651-2759
No. 957 4W V

STRONG, Charmaine R.
Dean of Student Services
Seton Hill College
Student Services Office
Greensburg, PA 15601
Phone: (412) 838-4242
No. 364 2 V

STRONG, LeNorman J.
Exec Dir Campus Life
George Washington University
2121 I St, NW #402
Washington, DC 20052
Phone: (202) 994-0139
No. 19671 2 P

STRONG, Philip E.
Coord of New Stu & Parent Prog
Georgia Southern University
Landrum Box 8068
Statesboro, GA 30460-8068
Phone: (912) 681-5409
E-mail: STRONG@GSVMS@.CC.GaSoU.EDU
No. 18657 3 P

STROUD, Clarke A.
Asst. Dir. Housing Programs
University of Oklahoma
1406 Asp Avenue
Norman, OK 73019-0625
Phone: (405) 325-2511
Fax: (405) 325-7117
No. 21605 4W P

STRUBLE, Virginia B.
International President
Alpha Phi International
1930 Sherman Avenue
Evanston, IL 60201
Phone: (708) 475-0063
Fax: (708) 475-6820
No. 15334 4E SMN

STUART, Susan
115-06 175th St
St. Albans, NY 11434
Phone: (212) 854-3611
No. 19383 2 S

STUBBS, Marguerite
Associate Dean of Students
Rowan College of New Jersey
201 Mullica Hill Rd
Glassboro, NJ 08028
Phone: (609) 863-5376
No. 10280 2 P

STUDER, James D.
Vice President-Student Affairs
Southwest Texas State Univ
601 University Drive
San Marcos, TX 78666-4615
Phone: (512) 245-2152
Fax: (512) 245-2033
E-mail: JS10@SWTEXAS.BITNET
No. 2700 3 V

STUDER-ELLIS, Linda M.
Assistant Dean - Univ. Life
Duke University
Box 90834
Durham, NC 27708
Phone: (919) 684-2163
No. 17935 3 A

STULL, Dennis H.
Dean Of Student Life
Alderson-Broaddus College
Box 1368
Philippi, WV 26416
Phone: (304) 457-1700
No. 8841 2 V

STUMP, Kirstin J.
Resident Director
Salisbury State University
Dept. of Housing - S.S.U.
Salisbury, MD 21801
Phone: (410) 548-5098
Fax: (410) 548-4418
No. 21340 2 S

STUMP, Ronald
Associate Dean of Students
University of Virginia
Box 708 Newcomb Station
Charlottesville, VA 22901
Phone: (804) 924-7133
No. 5756 3 P

STURDIVANT, Karon
Dir, Ctr Academic Enhancement
Texas A&M University
241 Blocker, Mail Stop 4230
College Station, TX 77843-4230
Phone: (409) 845-2724
No. 17021 3 P

STURM, James P.
Asst. to the Dir., Campus Ctr.
SUNY College Fredonia
Campus Center
Fredonia, NY 14063
Phone: (716) 673-3143
No. 17105 2 P

STUTLER, Douglas L.
Assoc. VP/Administrative Svs.
Univ. of Northern Colorado
Greeley, CO 80639
Phone: (303) 351-2208
No. 21693 4W P

SUBLETTE, Jack R.
Vice President-Student Affairs
Troy State University-Dothan
104 Skylark Drive
Enterprise, AL 36330
Phone: (205) 983-6556
No. 9773 3 A

SUITE, Denzil James
Director of Housing
Cal State Univ-Los Angeles
5300 Paseo Rancho Castilla
Los Angeles, CA 90032
Phone: (213) 343-4800
No. 9982 6 P

SULLIVAN, Brian D.
Assoc V.P. Student Affairs
University of Guelph
Guelph
Ontario Canada N1G 2W1
Phone: (519) 824-4120
No. 701 4E V

SULLIVAN, Daniel W.
Director of Student Affairs
Nova University
3301 College Avenue
Ft.Lauderdale, FL 33312
Phone: (305) 475-7340
No. 9900 3 A

SULLIVAN, Donald J.
Vice President Student Develp
Geneva College
Beaver Falls, PA 15010
Phone: (412) 847-6641
No. 15641 2 A

SULLIVAN, Eileen
Assistant Director
Canisius College
2001 Main St.
Buffalo, NY 14208
Phone: (716) 888-2220
E-mail: esull@canisius
No. 15147 2 P

SULLIVAN, Kelly
Director Of Resident Life
Merrimack College
300 Turnpike St.
North Andover, MA 01845
Phone: (508) 837-5500
No. 5916 1 P

SULLIVAN, Martha H.
Vice President-Student Affairs
Tulane University
Suite 215 U.C.
New Orleans, LA 70118
Phone: (504) 865-5180
No. 1666 3 V

SULLIVAN, Maureen M.
3405 Winston Dr #2
Bettendorf, IA 52722-2241
Phone: (309) 298-1900
No. 14292 4E A

SULLIVAN, Michael
Director of Student Activities
Saint Mary's College
PO Box 4617
Moraga, CA 94575
Phone: (510) 631-4704
No. 12015 6 P

SULLIVAN, R. Paul
Director, Counseling Center
Ferris State University
Personal Counseling Services
Big Rapids, MI 49307
Phone: (616) 592-5968
No. 9278 4E P

SULLIVAN, Richard
Dean of Student Services
Cape Cod Community College
Rt 132
West Barnstable, MA 02668
Phone: (508) 362-2131
No. 2490 1 V

SULLIVAN, Suzanne
Graduate Assistant
University of Rhode Island
330 Memorial Union
Kingston, RI 02881
Phone: (401) 792-2828
E-mail: SSUL2946@URIACC.URI.EDU
No. 19455 1 S

SUMMERS, Linda
Asst Director- Student Affairs
University of South Florida
8111 College Parkway, SW
Fort Myers, FL 33919
Phone: (813) 432-5574
No. 9711 3 P

SUMMERS, Rodger
VP for Student Affairs
SUNY - Binghamton
P.O. Box 6000
Binghamton, NY 13902-6000
Phone: (607) 777-4788
No. 17263 2 V

SUMMERS, Stephen
Exec Dir of Aux. Svcs/Univ Ctr
Univ of Wisconsin-Whitewater
University Center
Whitewater, WI 53190
Phone: (414) 472-1172
No. 7689 4E P

SUN, W. Torrey
VP and Dean of Students
Claremont McKenna College
Heggblade Center
Claremont, CA 91711
Phone: (714) 621-8114
No. 2342 6 V

SUNDBERG, Chris
Dir. of Student Act/Vol Progr
Calif. Inst. of Technology
218-51
Pasadena, CA 91125
Phone: (818) 395-6163
Fax: (818) 795-9725
No. 21388 6 P

SUNDBERG, David C.
Asst Professor Student Admin.
Central Missouri State Univ
LOV 400
Warrensburg, MO 64093
Phone: (816) 543-8628
Fax: (816) 543-4167
No. 12742 4W P

SUNI, Erland
Student Services Coordinator
Univ of Missouri-Kansas City
5100 Rockhill Road
Kansas City, MO 64110
Phone: (816) 276-1083
No. 4745 4W P

SURTSHIN, Julia
17398 Brandyshire Ct.
Durham, OR 97224
Phone: (503) 697-4939
No. 4554 5 A

SUSENS, Karin A.
229 S. Johnson
Iowa City, IA 52240
Phone: (319) 354-5057
No. 19007 4E S

SUSICK, Timothy
Assoc Dean Student Growth
California University of PA
Office of Student Dev/Services
California, PA 15419
Phone: (412) 938-4076
No. 7664 2 P

SUSIE, Laurie
1004 SE Belmont Drive #36
Ankeny, IA 50021
Phone: (515) 965-8286
No. 20697 4E S

SUTHERLAND, Heather
Director-Housing & Conferences
Dalhousie University
Room 122 Student Union Bldg
Halifax Nova Scotia B3H 4J2
Phone: (902) 494-1927
No. 16950 1 V

SUTPHIN, Denise
Coord. of Student Activities
Sacred Heart University
5151 Park Avenue
Fairfield, CT 06432
Phone: (203) 371-7736
No. 17298 1 P

SUTTLES, Minique
Salve Regina University
SRU Box 1346
Newport, RI 02840
No. 20512 1 H

SUTTON, E. Michael
Dean of Student Affairs
Livingstone College
701 W. Monroe Street
Salisbury, NC 28144
Phone: (704) 638-5508
Fax: (704) 638-5544
No. 12350 3 A

SUTTON, Margaret
Interim Asst to VP Stud Affairs
University of Hawaii at Manoa
2444 Dole Street Bachman 112
Honolulu, HI 96822
Phone: (808) 956-6415
E-mail: SUTTON@UHUNIX.UHCC.HAWAII.EDU
No. 7551 6 P

SUTTON, Ronnie N.
Dean of Academic Services
Western Kentucky University
WAB - 207
Bowling Green, KY 42101
Phone: (502) 745-4241
Fax: (502) 745-5575
No. 20063 3 P

SUTTON, Stephen C.
Director of Student Activities
University of Miami
PO Box 248146/1306 Stanford Dr
Coral Gables, FL 33124-6923
Phone: (305) 284-5646
E-mail: SSUTTON@UMIAMIVM.IR.MIAMI.EDU
No. 9446 3 P

SUZUKI, Victoria M.
Washington State University
N.W. 355 Robert St. Apt. B
Pullman, WA 99163
No. 20545 5 H

SVETE, Lee
Director of Career Planning
St. Lawrence University
Richardson Hall
Canton, NY 13617
Phone: (315) 379-5906
Fax: (315) 379-5627
E-mail: LSVE@SLUMUS
No. 9086 2 P

SWAFFORD, Elaine
3729 Queens Road
Chattanooga, TN 37416
Phone: (615) 698-3989
No. 20432 3 P

SWAIM, Donna E.
Senior Lecturer-Humanities
University of Arizona
Harvill 347
Tucson, AZ 85721
Phone: (602) 621-1212
Fax: (602) 621-1809
No. 14541 6 P

SWAIM, Kevin
Director of Student Activities
Marymount College
Rancho Palos Verdes, CA 90274-6299
Phone: (310) 377-5501
No. 17272 6 P

SWAIN, David E.
Interim Asst. Dean -Stud. Life
Arizona State University
Box 870512
Tempe, AZ 85287-0512
Phone: (602) 965-6547
No. 20621 6 P

SWAN, Kirsten
Asst. Dir. Stu. Development
Univ of Maine-Farmington
5 South Street
Farmington, ME 04938
Phone: (207) 778-7347
No. 15272 1 P

SWANK, Richard
Associate Dean of Students
Cal State Univ-Bakersfield
9001 Stockdale
Bakersfield, CA 93309
Phone: (805) 833-2134
No. 6526 6 P

SWANSON, Martha
Dir of Student Organizations
Georgetown University
316 Leavey Office Stu Programs
Washington, DC 20057-1091
Phone: (202) 687-3704
E-mail: swanson@GUVM.CCF.georgetown.EDU
No. 15507 2 P

SWARTWOUT, Donna
Director of Residential Life
Colgate University
13 Oak Drive
Hamilton, NY 13346-1209
Phone: (301) 314-7174
No. 19245 2 P

SWARTZ, Diane K.
Dean of Students
Western Michigan University
1201 Oliver Street
Kalamazoo, MI 49008
Phone: (616) 387-2150
No. 5030 4E P

SWATFAGER-HANEY, Patricia
Dean of Students
Santa Clara University
Benson Center 218
Santa Clara, CA 95053
Phone: (408) 554-4366
No. 1786 6 P

SWEENEY, Jane L.
Director/Women's Center
Springfield Tech. Comm. Coll.
1 Armory Square
Springfield, MA 01105
Phone: (413) 781-7822
Fax: (413) 781-5805
No. 21920 1 A

SWEENEY, Karen
Vice President-Student Svcs
Drury College
900 W. Benton
Springfield, MO 65802
Phone: (417) 865-8731
No. 11674 4W V

SWEENEY, Kimberly A.
Director of Student Activities
Drew University
36 Madison Avenue
Madison, NJ 07940
Phone: (201) 408-3454
No. 12070 2 P

SWENSON, Elizabeth
Dean of Student Career Develop
John Carroll University
20700 North Park Blvd
University Heights, OH 44118
Phone: (216) 397-4432
No. 16834 4E P

SWETT, W. Gregory
Dean of Student Affairs
Eastern Maine Tech College
354 Hogan Road
Bangor, ME 04401
Phone: (207) 941-4604
No. 6304 1 V

SWEZEY, Erin D.
Dir., Community Service
Loyola College in Maryland
4501 N. Charles St #212 St.Ctr
Baltimore, MD 21210
Phone: (410) 617-2909
Fax: (410) 617-2124
No. 15727 2 P

SWICHTENBERG, Glenn
Dean of Students
Illinois Wesleyan University
209 Holmes Hall
Bloomington, IL 61702
Phone: (309) 556-3111
No. 2304 4E V

SWIDERSKI, David Alan
Assistant Hall Director
Ball State University
Mysch Director's Apartment
Muncie, IN 47306
Phone: (317) 285-5046
E-mail: IN%"oodaswidersk@bsuvc.bsu.edu"
No. 20502 4E S

SWINBURNE, Bruce
14005 St. Michael Dr
Little Rock, AR 72211
Phone: (501) 227-5449
No. 11383 4W A

SWING, Janet
Coord., Career Services
Sonoma State Univ./Career Ctr.
1801 E. Cotati Avenue
Rohnert Park, CA 94928
Phone: (707) 664-3079
Fax: (707) 664-4016
No. 21292 6 P

SWITALA, Claudia A.
Assoc Dean of Student Affairs
Harcum College
Montgomery Avenue
Bryn Mawr, PA 19010
Phone: (215) 526-6030
No. 20936 2 A

SWOBODA, Debra A.
Coord. of Disabled Stu. Svs.
Washington University
One Brookings Drive
St. Louis, MO 63130-1136
Phone: (314) 935-4062
Fax: (314) 935-8516
No. 21396 4W P

SYLVESTER, Anthony P.
Graduate Student
Ohio University
East Green Office
Athens, OH 45701
Phone: (614) 597-7444
No. 20233 4E S

SYRACUSE, Thomas A.
Associate VP Student Affairs
Florida International Univ
University Park, GC 219
Miami, FL 33199
Phone: (305) 348-2797
No. 19106 3 P

SZENES, Harold M.
Asst. Director of Operations
Princeton University
MacMillan Building
Princeton, NJ 08544
Phone: (609) 258-5641
No. 8972 2 P

SZMANDA, Jennifer
Assistant Director
Drake University
2507 University Ave
Des Moines, IA 50311
Phone: (515) 271-3781
No. 20314 4E P

SZYMANIAK, Jeffrey
Resident Director
University of Hartford
200 Bloomfield, Housing Serv.
W. Hartford, CT 06117
Phone: (203) 768-7792
No. 19719 1 P

T

TABER, Ralph S.
Dean of Residential Programs
Franklin & Marshall College
P.O.Box 3003
Lancaster, PA 17604
Phone: (717) 291-3988
No. 2777 2 P

TAFT, Mariam G.
Asst Dir/Ctr Stu Leadership
Santa Clara University
Benson Ctr #1
Santa Clara, CA 95053
Phone: (408) 554-4745
Fax: (408) 554-6905
No. 12756 6 P

TAGOMORI, Alvin
Dean of Student Services
Maui Community College
310 Kaahumanu Avenue
Kahului, HI 96732
Phone: (808) 242-1268
E-mail: tagomori@mccada.mauicc.hawaii.edu
No. 20826 6 A

TAKUSHI, Iris
Student Services Specialist
University of Hawaii
2442 Campus Road
Honolulu, HI 96822
Phone: (808) 956-7007
No. 18667 6 P

TALBOT, Donna M.
Asst. Professor
Western Michigan University
Dept. of Counselor Education
Kalamazoo, MI 49008
Phone: (616) 387-5122
Fax: (616) 387-2882
E-mail: TALBOT@WMICH.EDU
No. 14889 4E P

TALBOTT, Lou
Director, Student Activities
University of Dayton
300 College Park
Dayton, OH 45469-0622
Phone: (513) 229-4114
No. 21010 4E P

TALLEY, Adrian B.
1213 S Street N.W.
Washington, DC 20009
Phone: (617) 965-4470
No. 19391 2 S

TALLEY, Frederico J.
Dean of Students
Bryant College
1150 Douglas Pike
Smithfield, RI 02917
Phone: (401) 232-6022
Fax: (401) 232-6362
No. 774 1 V

TAMEZ, Ricardo
ITESM
Direccion de Becas Av
Eugenio Garza Sada 2501 Sur
NL 64849 MEXICO
No. 21868 3 S

TAMPKE, Dale R.
Director of Residential Life
Stetson University
Campus Box 8338
Deland, FL 32720-3757
Phone: (904) 822-7201
Fax: (904) 822-7221
No. 11049 3 P

TANBARA, Sabrina
Asst Director Student Affairs
The Julliard School
60 Lincoln Center Plaza
New York, NY 10023
Phone: (212) 799-5000
No. 21183 2 P

TANIGUCHI, Janice E.
Student Services Specialist
University of Hawaii-Manoa
2140 Armstrong St.
Honolulu, HI 96822
Phone: (808) 956-7137
No. 18439 6 P

TATARCZUCH, Merrilyn
Director, Residence Hall
Providence College
Office Res Life, Aquinas Hall
Providence, RI 02918-0001
No. 18999 1 S

TATE, Gloria L.
Assistant Director of Housing
Grand Valley State University
225 Commons
Allendale, MI 49401
Phone: (616) 895-2120
No. 21107 4E P

TATE, Kerry S.
Coordinator Special Services
Collin County Community Coll.
2800 E. Spring Creek Pkwy
Plano, TX 75231
Phone: (214) 881-5950
No. 21133 3 P

TATE, Todd
Program Coordinator
Drexel University
3210 Chestnut St. Room 224
Philadelphia, PA 19104
Phone: (215) 895-2516
E-mail: TATETN@DUVM.OCS.D
No. 21187 2 P

TATHAM, Gregory A.
Director, Wyoming Union
University of Wyoming
Box 3105 University Station
Laramie, WY 82071
Phone: (307) 766-3765
No. 20237 4W P

TATUM, Judy Benfield
Director of Financial Aid
Eastern Michigan University
403 Pierce Hall
Ypsilanti, MI 48197
Phone: (313) 487-1048
No. 20581 4E P

TAUB, Deborah J.
Univ of Maryland-College Park
10288 Wayover Way
Columbia, MD 21046
Phone: (301) 405-3120
No. 12480 2 P

TAVARES, Stephen K.
East. CT St. U-83 Windham St.
Crandall Hall Room 128
Willimantic, CT 06226-2295
No. 20513 1 H

TAYLOR, Charles A.
Vice President-Student Svcs
Kellogg Community College
450 North Avenue
Battle Creek, MI 49017
Phone: (616) 965-3931
No. 8672 4E A

TAYLOR, Colette M.
Hall Director
University of Florida
PO Box 13185
Gainesville, FL 32604
Phone: (904) 392-6101
No. 19959 3 S

TAYLOR, David
Vice President-Student Affairs
Boise State University
1910 University Drive
Boise, ID 83725
Phone: (208) 385-1418
Fax: (208) 385-1062
No. 737 5 V

TAYLOR, Denise J.
Dir of Housing & Res Life
Tulane University
27 McAlister Dr.
New Orleans, LA 70118
Phone: (504) 865-5724
Fax: (504) 862-8944
No. 5984 3 P

TAYLOR, Dorothea D.
Hardee Ctr./Grad. Asst.
Florida State University
743 W. Lafayette St.
Tallahassee, FL 32304-8023
Phone: (904) 224-1474
No. 17943 3 S

TAYLOR, George D.
Vice President-Student Affairs
Cal State Univ-Los Angeles
5151 State University Drive
Los Angeles, CA 90032
Phone: (213) 343-3100
No. 2487 6 V

TAYLOR, Janice D.
University of Georgia
216 Memorial Hall
Athens, GA 30602
Phone: (615) 974-2550
No. 12159 3 S

TAYLOR, Kimberly F.
Asst Director Residence Life
Ursinus College
Residence Life Office
Collegeville, PA 19426
Phone: (610) 489-4111
No. 15013 2 P

TAYLOR, Mary
Resident Dean
Landmark College
RR 1 Box 1000
Putney, VT 05346
Phone: (802) 287-6776
No. 20231 1 P

TAYLOR, Mary Sue
Residence Hall Manager
The Cooper Union
29 3rd Avenue Apt. 6A
New York, NY 10003
Phone: (212) 353-4099
Fax: (212) 353-4343
No. 21275 2 P

TAYLOR, Ronald J.
Associate Vice President
Emory University
Drawer "V V" Dobbs Univ. Ctr
Atlanta, GA 30322
Phone: (404) 727-0280
No. 20287 3 P

TAYLOR, Sandra
Vice President-Student Affairs
University of Arizona
Administration Bldg. 401
Tucson, AZ 85721 0664
Phone: (602) 621-3772
No. 1897 6 V

TAYLOR, Simone Himbeault
Director, Career Planning
University of Michigan
3200 Student Activities Bldg.
Ann Arbor, MI 48109-1316
Phone: (313) 763-1363
No. 5806 4E P

TAYLOR, Terence
Vice President-Student Affairs
Mount Union College
1972 Clark Avenue
Alliance, OH 44601
Phone: (216) 823-2243
No. 1090 4E V

TAYLOR, Yolanda
Associate Dean of Students
University of Tulsa
600 S. College Ave, HSC #51
Tulsa, OK 74104-3189
Phone: (918) 631-2327
No. 20211 4W P

TAYLOR-NEAL, Gloria
Ed. Develop. Program Counselor
SUNY at Fredonia
E290 Thompson Hall
Fredonia, NY 14063
Phone: (716) 673-3317
Fax: (716) 673-3397
No. 21877 2 P

TEDERMAN, James
VP & Dean of Student Services
Reed College
3203 SE Woodstock
Portland, OR 97202
Phone: (503) 777-7521
No. 1803 5 V

TEFTELLER, Judy
Dean of Students
Lon Morris College
800 College Ave
Jacksonville, TX 75766
Phone: (903) 589-4058
Fax: (903) 586-8562
No. 19259 3 A

TEITELBAUM, Herta
Director of Academic Advising
University of Utah
Center Academic Advs 450 SSB
Salt Lake City, UT 84112
Phone: (801) 581-8146
Fax: (801) 585-3034
E-mail: HTEITEL@SSB1.SAFF.UTAH.EDU
No. 17192 5 P

TEITELBAUM, Shifra
Dir, Opt. Alcohol Drug Prev.
Cal State Univ- Long Beach
1546 Shenandoah #7
Los Angeles, CA 90035
Phone: (213) 271-3963
No. 16895 6 P

TEJA, Maggie de la
Dir. of Student Development
Austin Comm Coll/Rio Grande
1212 Rio Grande Street
Austin, TX 78701
Phone: (512) 495-7116
No. 14873 3 V

TEMPLE, Karen
501 Blairstone Road #1501
Tallahassee, FL 32301
Phone: (904) 644-2785
No. 20722 3 S

TEMPLIN, Thomas J.
Assistant VP Student Services
Purdue University
VPSS, Schleman Hall
West Lafayette, IN 47907-1103
Phone: (317) 494-1629
No. 18563 4E P

TENNANT, Elizabeth A.
1845 E. Northgate
Irving, TX 75062
Phone: (214) 554-2698
No. 21661 3 S

TENNANT, Stuart
Dean of Students
Hiram College
BATES HALL
Hiram, OH 44234
Phone: (216) 569-5233
No. 10570 4E V

TEPPER, Robin
129 Westway Road #103
Greenbelt, MD 20770
Phone: (301) 220-3012
No. 20870 2 S

TERDIMAN, David
Director of Jewish Ministry
Fairleigh Dickinson University
1000 River Road, Box T53C
Teaneck, NJ 07666
Phone: (201) 692-2406
Fax: (201) 488-1507
E-mail: terdiman@sun490.fdu.edu
No. 18902 2 P

TERHUNE, James S.
Director Student Activities
Colgate University
13 Oak Drive
Hamilton, NY 13346
Phone: (315) 824-7320
No. 19443 2 P

TERRELL, Melvin
Vice President-Student Affairs
Northeastern Illinois Univ
5500 North St Louis Avenue
Chicago, IL 60625-4699
Phone: (312) 794-2867
Fax: (312) 794-6156
E-mail: UMTERREL@UXA.BCN.BGU.EDU
No. 1224 4E V

TERRELL, Patricia S.
Associate Vice President
Southern Methodist University
P.O. Box 355
Dallas, TX 75275
Phone: (214) 768-4564
Fax: (214) 768-4572
No. 1655 3 P

TERRY, Angela O.
Vice Chancellor Student Affairs
North Carolina Central Univ.
1801 Fayetteville Street
Durham, NC 27707
Phone: (919) 560-6303
No. 8162 3 V

TERRY, Eleanor
Associate Dean of Students
William Jewell College
500 College Hall
Liberty, MO 64068-1896
Phone: (816) 781-7700
No. 12633 4W V

TESCH, Philip C.
Vice President-Student Svcs
Concordia College
275 N. Syndicate
St Paul, MN 55104
Phone: (612) 641-8861
No. 9395 4E A

TESTA, Kristina
175 15th Street Apt 1R
Brooklyn, NY 11215
Phone: (718) 499-7178
No. 12745 2 SMN

THARP, Jack
Vice Chancellor Student Servic
Indiana University-Kokomo
2300 S. Washington Street
Kokomo, IN 46904-9003
Phone: (317) 455-9360
No. 18549 4E A

THAYER, Dennis M.
Residence Hall Director
St. Cloud State University
Stearns Hall Directors Office
St. Cloud, MN 56301
Phone: (612) 255-3842
No. 19625 4E P

THEODORE, Philip
Manager, Campus Recreation
University of South Alabama
Student Recreation Center
Mobile, AL 36688
Phone: (205) 460-6065
No. 5954 3 P

THERRIEN, Yves
Director-Student Services
University of Montreal
CP 6128 Montreal
Quebec Canada H3C 3J7
Phone: (514) 343-6936
No. 4725 1 A

THIEKE, William
Graduate Student
Syracuse University
320 Stanton Drive
Dewitt, NY 13214
Phone: (315) 445-8987
No. 6028 2 S

THIELEN, Thomas
Vice President, Student Affairs
Iowa State University
311 Beardshear
Ames, IA 50011
Phone: (515) 294-4420
Fax: (515) 294-2305
No. 1768 4E V

THIEM, John P.
Area Coordinator, Res. Life
Robert Morris College
P.O. Box 872
Coraopolis, PA 15108
Phone: (412) 262-8350
No. 21589 2 P

THIERFELD-BROWN, Jane
Coord. of Disabled Services
Univ of Connecticut-Hartford
85 Lawler Dr
West Hartford, CT 06117
Phone: (203) 241-4845
Fax: (203) 241-4875
No. 9468 1 P

THIRSK, Robert W.
Director, Career Services
Univ. of NC at Greensboro
207 Foust Building
Greensboro, NC 27412-5001
Phone: (910) 334-5454
Fax: (910) 334-5456
E-mail: THIRSKB@IRIS.UNCG.EDU
No. 19097 3 P

THOMAS, Auden
Director of Student Activities
Widener University
One University Place
Chester, PA 19013
Phone: (215) 499-4412
No. 17191 2 P

THOMAS, Carol
Graduate Assistant
Texas A&M University
Taos, Apt. 5 - 1505 Park Place
College Station, TX 77840
Phone: (409) 845-1741
No. 20616 3 S

THOMAS, Corlisse
Asst. Dir. of Campus Life
Fairleigh Dickinson University
1000 River Rd/Campus Life Off.
Teaneck, NJ 07666
Phone: (201) 692-2231
No. 14762 2 P

THOMAS, Dwayne B.
Asst. Dir., Residence Life
Rider University
2083 Lawrenceville Road
Lawrenceville, NJ 08648
Phone: (609) 896-5057
Fax: (609) 896-8029
No. 15970 2 P

THOMAS, Flecia
Dir., Multicultural Affairs
Washburn University
1700 College
Topeka, KS 66621
Phone: (913) 231-1010
Fax: (913) 231-1089
No. 21497 4W P

THOMAS, Janet
614 Portland Ave Suite 116
St. Paul, MN 55102
Phone: (612) 291-2737
No. 18811 4E A

THOMAS, Kami
Asst Director Student Housing
University of Kansas
422 W. 11th St, Suite DSH
Lawrence, KS 66045
Phone: (913) 864-7216
No. 18648 4W P

THOMAS, Karen
Student Activ Board President
University of Louisville
W301 Administration
Louisville, KY 40292
Phone: (502) 852-6691
No. 17012 3 S

THOMAS, Kathleen
18 Agassiz Circle
Buffalo, NY 14214
No. 930204 2 S

THOMAS, Larry D.
Dir. of Ed. Opportunity Progr.
Lincoln Univ/Dawson Hall Annex
820 Chestnut Street
Jefferson City, MO 65102
Phone: (314) 681-5975
No. 21037 4W P

THOMAS, Michael K.
633 E. 350 N.
Bountiful, UT 84010
Phone: (212) 316-4360
No. 20953 5 S

THOMAS, Nelson E.
Vice President-Student Life
La Sierra University
4700 Pierce Street
Riverside, CA 92515-8247
Phone: (909) 785-2100
Fax: (909) 785-2555
No. 1970 6 V

THOMAS III, Richard M.
500 W. Prospect Rd. 29E
Fort Collins, CO 80526
Phone: (303) 491-8153
No. 20595 4W S

THOMAS, Robert
VP Stud. Affairs & Enroll Mgt
Westminster College
New Wilmington, PA 16172-0001
Phone: (412) 946-7110
Fax: (412) 946-7171
No. 11129 2 V

THOMAS, Ronald W.
Coord/Professor of SAHE
Indiana Univ of Pennsylvania
211 Stouffer Hall
Indiana, PA 15705
Phone: (412) 357-2306
No. 11675 2 P

THOMAS, Russell
Associate Professor
Memphis State University
Ball 100
Memphis, TN 38152
Phone: (901) 454-2841
No. 404 3 P

THOMAS, Ryan L.
V.P. Student Services
Utah Valley Community College
800 W 1200 So.
Orem, UT 84058
No. 2736 5 V

THOMAS, William
Vice President
Univ of Maryland-College Park
2108 Mitchell Bldg
College Park, MD 20742-5221
Phone: (301) 314-8430
No. 857 2 V

THOMPSON, Audrey
Vice President Student Service
College of Great Falls
1301 20th Street, S
Great Falls, MT 59405
Phone: (406) 761-8210
No. 1614 5 V

THOMPSON, Carol
Assoc. Dean of Students
University of Arizona
Old Main 205
Tucson, AZ 85721
Phone: (602) 621-8046
No. 1008 6 P

THOMPSON, Diane
International President
RR Box 246
Eldora, IA 50627
Phone: (303) 799-1874
No. 9410 4E SMN

THOMPSON, Georgia B.
Assoc. VP for Student Services
Southern Utah University
351 West Center Street Adm 212
Cedar City, UT 84720
Phone: (801) 586-7710
No. 21965 5 P

THOMPSON, Gloria A.
Dean of Student Affairs
Phila. College-Textiles & Sci.
School House Lane
Philadelphia, PA 19144
Phone: (215) 951-2740
No. 592 2 V

THOMPSON, J. Richard
Dean Of Students
Transylvania University
300 N. Broadway
Lexington, KY 40508
Phone: (606) 233-8215
No. 1080 3 V

THOMPSON, Jean Noel
1500 W. Plum #7F
Fort Collins, CO 80521
Phone: (303) 491-8985
No. 20608 4W S

THOMPSON, Michelle M.
Assistant Director
Rhodes College
2000 N. Parkway/Student Affair
Memphis, TN 38112-1690
Phone: (901) 726-3241
No. 20354 3 P

THOMPSON, Nancy P.
1520 S. Lumpkin Street #E-2
Athens, GA 30605
Phone: (706) 542-1013
Fax: (706) 542-8350
E-mail: nthompso@uga.cc.uga.edu
No. 21811 3 S

THOMPSON, Oletha
Sr Coord-Special Svs for Stu
The University of Akron
Akron, OH 44325-6233
Phone: (216) 864-2267
Fax: (216) 972-8824
No. 20792 4E P

THOMPSON, Richard P.
Dean of Student Affairs
Saginaw Valley State Univ
7400 Bay Road
University Center, MI 48710
Phone: (517) 790-4294
Fax: (517) 790-9221
No. 11502 4E V

THOMPSON, Robert S.
Assoc Dean of Residential Life
Indiana Wesleyan University
4201 S Washington St
Marion, IN 46953-4974
Phone: (317) 677-2202
No. 19978 4E A

THOMPSON, Roger J.
Assistant Registrar
5930 Bixby Village Dr #155
Long Beach, CA 90803
Phone: (213) 740-7444
No. 19845 6 P

THOMPSON, Sherwood
Dir., Office of Minority Aff.
University of Kansas
145 Strong Hall
Lawrence, KS 66045
Phone: (913) 864-4351
No. 21318 4W P

THOMPSON, Tom L.
Director, Ctr Students w/Disab
Wm. Rainey Harper College
1200 W. Algonquin Rd
Palatine, IL 60067-7398
Phone: (708) 925-6266
No. 18596 4E A

THOMPSON, Winston E.
Assistant Provost
Central Connecticut St. Univ.
P. O. Box 2008
New Britain, CT 06050
Phone: (203) 827-7706
No. 20442 1 A

THOMSON, David
Dir Student Support Services
COTC OSU-N
320 Westmoor Avenue
Newark, OH 43055
Phone: (614) 366-9241
No. 10 4E P

THON, Andrew J.
Associate VP Student Affairs
Marquette University
1442 West Wisconsin Avenue
Milwaukee, WI 53233
Phone: (414) 288-7206
E-mail: THONA@VMS.CSD.MU.EDU
No. 6 4E P

THORIUS, Jim
Vice President
Simpson College
Student Development
Indianola, IA 50125
Phone: (515) 961-1667
No. 7322 4E V

THORN, Gordon
Assistant VP-Student Affairs
West Virginia University
P.O. Box 6411
Morgantown, WV 26506
Phone: (304) 293-5813
No. 2431 2 P

THORNTON, Elizabeth
Director Student Activities
Massachusetts College of Art
621 Huntington Ave
Boston, MA 02115
Phone: (617) 232-1555
No. 18586 1 P

THORNTON, Jacqueline
Assistant Dean
Duke University
Box 90834 101-3 Bryan Center
Durham, NC 27708
Phone: (919) 684-3084
Fax: (919) 684-8395
No. 21047 3 A

THORNTON, Matha E.
Assistant Director
Florida State University
501 Blairstone Rd. Apt. 106
Tallahassee, FL 32301
Phone: (904) 644-5867
No. 21470 3 S

THORP, JR., John M.
Assistant Director
Loyola University of Chicago
6525 N. Sheridan Road
Chicago, IL 60626
Phone: (312) 508-3300
No. 11003 4E P

THORPE, Karen
Asst VP Student Affairs
Metropolitan State College
Campus Box 023,PO Box 173362
Denver, CO 80217-3362
Phone: (303) 556-3908
No. 11514 4W V

THUM, Lisa R.
Assistant Dean of the College
Dartmouth College
6003 Parkhurst Hall, Rm. 111
Hanover, NH 03755-3529
Phone: (603) 646-2243
No. 19735 1 P

THURMAN, Blake
Dean of Students
Wilmington College
Pyle Center, Box 1186
Wilmington, OH 45177
Phone: (513) 382-6661
Fax: (513) 382-7077
No. 2758 4E V

THURSTON, A. Elizabeth
Assoc. Dean of Student Affairs
Midway College
512 E. Stephens Street
Midway, KY 40347-1120
Phone: (606) 846-4421
No. 1060 3 V

THURSTON, Kristine M.
Hall Director
Univ. of Mass. - Dartmouth
CD RLO/UMD
N. Dartmouth, MA 02747
Phone: (508) 999-8853
No. 21463 1 S

THYGESON, William
Asst Dean/Dir. of Stu. Affairs
Thomas Jefferson University
Coll-Allied Health Science
Philadelphia, PA 19107
Phone: (215) 955-8189
Fax: (215) 955-2348
No. 1077 2 V

TIAMBENG, Anita
Director
University of The Arts
320 S. Broad St
Philadelphia, PA 19102
Phone: (215) 875-2262
No. 15490 2 A

TIBERI, Thomas
Residence Hall Director
SUNY Buffalo
Box 412
Getzville, NY 14068-0412
Phone: (716) 645-6304
No. 17364 2 P

TICE, Gerald
Asst Vice President
Mississippi State University
PO Drawer HD
Mississippi State, MS 39762
Phone: (601) 325-1741
No. 1490 3 P

TICKNER-EDWARDS, Annette R.
Financial Aid Advisor
Calif. State Univ. Chico
Financial Aid Office
Chico, CA 95929-0705
Phone: (916) 898-6451
No. 20247 6 P

TIDWELL, Katherine
Associate Director
University of Mississippi
Miller Hall
University, MS 38677
Phone: (601) 232-7327
Fax: (601) 232-7773
No. 21552 3 P

TIENE, Guy C.
Associate Dean of Students
Upsala College
345 Prospect Street
East Orange, NJ 07019
Phone: (201) 266-7167
No. 18476 2 P

TIERNO, Scott A.
Director, Student Activities
Gannon University
University Square
Erie, PA 16541
Phone: (814) 871-7657
No. 19121 2 P

TIGUE, Patrick E.
Asst. VP Enr Mgmt/Stu. Affairs
Springfield Tech. Comm College
One Armory Square
Springfield, MA 01105
Phone: (413) 781-7822
No. 12971 1 A

TILLER, Lori
Assistant Dean Student Service
George Mason University
SUB -I
Fairfax, VA 22030-4444
Phone: (703) 993-2890
No. 20092 3 P

TILLIS, Zetta
Graduate Student
Michigan State University
3129 Trappers Cove Trl. Apt 2D
Lansing, MI 48910-8480
Phone: (517) 393-8235
No. 21372 4E S

TILLMAN, Gregory
851 Campbell Street
Tallahassee, FL 32310
Phone: (904) 576-6866
No. 21858 3 S

TILLMAN, Michele
Director Health Services
D'Youville College
505 Prospect Avenue
Buffalo, NY 14201
Phone: (716) 881-7698
No. 21149 2 P

TILTON, Sandy
Director, Associated Students
University of the Pacific
Associated Students
Stockton, CA 95211
Phone: (209) 946-2233
No. 9871 6 P

TIMBERLAKE, Gregory
Dean of Students
Suomi College
601 Quincy Street
Hancock, MI 49930
Phone: (906) 487-7370
Fax: (906) 487-7366
No. 21709 4E A

TIMM, Linda
Dir. - Student Judicial Office
Illinois State University
Student Judicial Office 2440
Normal, IL 61761
Phone: (309) 438-8621
No. 18378 4E P

TIMMERMAN, David A.
Rt 2 Box 5
Corsicana, TX 75110
Phone: (903) 874-5167
No. 17259 3 P

TIMOTHY, Lisabeth
800 North Grant Street Apt. 10
Bloomington, IN 47408
Phone: (812) 855-3555
No. 17198 4E S

TING, Siu-Man
403 Wasson Court Apt. 17
River Falls, WI 54022-2690
Phone: (319) 335-0335
E-mail: SIU-MAN.TING@uwrf.edu
No. 19972 4E S

TINGSON, Connie Rose
Graduate Student
Michigan State University
195 East Holmes
East Lansing, MI 48825
Phone: (517) 353-7769
No. 21394 4E S

TIPPITT, Gayle
Director Counseling Center
Azusa Pacific University
901 E. Alosta Ave
Azusa, CA 91702
Phone: (818) 969-3434
No. 20356 6 P

TISDALE, James W.
Dean, Student Personnel Svcs
Otero Junior College
1802 Colorado Ave
La Junta, CO 81050
Phone: (719) 384-6831
E-mail: j_tisdale@ojc.colorado.edu
No. 11944 4W V

TISDALE, Linda
Director of Health Services
Virginia Wesleyan College
Wesleyan Drive
Norfolk, VA 23502
Phone: (804) 455-3343
Fax: (804) 466-8526
No. 21398 3 P

TISUE, Garold
Dir.Student Resource Center
San Diego State University
San Diego, CA 92182-0562
Phone: (619) 594-5221
No. 14448 6 P

TKACH, Kathleen
Asst. Dean of Students
Marygrove College
8425 West McNichols Road
Detroit, MI 48221
Phone: (313) 862-8000
Fax: (313) 864-6670
No. 21922 4E A

TOBEY, Cheryl L.
Dean of Students
South College
709 Mall Boulevard
Savannah, GA 31406
Phone: (912) 651-8100
Fax: (912) 356-1409
No. 21295 3 A

TOBIN, Donald J.
Vice President-Student Service
No. Dakota St Col of Science
Student Services
Wahpeton, ND 58075
Phone: (701) 671-2186
No. 7838 4W V

TOBIN, Maureen
Asst. Dir., Career Services
Wichita State University
1845 Fairmount Box 42
Wichita, KS 67260
Phone: (316) 689-3435
Fax: (316) 689-3511
No. 21544 4W P

TOKUMOTO, Claudia S.
Admissions Evaluator
Cal State Univ-Long Beach
7632 Alberta Dr
Huntington Beach, CA 92648
Phone: (310) 985-5503
No. 18247 6 P

TOKUNO, Kenneth A.
Dean of Student Services
Leeward Community College
96-045 Ala Ike
Pearl City, HI 96782
Phone: (808) 455-0265
No. 21960 6 V

TOLAR, Calvin J.
Director-Counseling Center
Eastern Kentucky University
Ellendale Hall
Richmond, KY 40475
Phone: (606) 622-1303
No. 9870 3 P

TOLBERT, Michael
Assistant Coordinator
Rutgers University
115 College Ave, Bishop 109
New Brunswick, NJ 08903
Phone: (908) 932-5416
Fax: (908) 932-0405
No. 17740 2 P

TOLDSON, Ivory
Louisiana State University
4860 Crown Avenue
Baton Rouge, LA 70811
No. 20555 3 H

TOLLIVER, Joseph
Dean of Student Affairs
Skidmore College
Dean of Students Office
Saratoga Springs, NY 12866
Phone: (518) 584-5000
No. 593 2 V

TOMANIO, Patti
Asst. Dir. - Student Life
University of South Carolina
Russell House, Campus Act Ctr
Columbia, SC 29208
Phone: (803) 777-6688
No. 13005 3 P

TOMASO, Catherine A.
Residence Director
Stonehill College
Residence Life
North Easton, MA 02357
Phone: (508) 230-1290
No. 19427 1 P

TOMLINSON, Robert T.
Dean of Student Affairs
South Dakota State University
Administration Building
Brookings, SD 57007
Phone: (605) 688-4493
Fax: (605) 688-5822
E-mail: TomlinsB@ADM.SDSTATE.EDU
No. 1539 4W P

TOMS, Annette
Associate Director
Syracuse University
804 Univ. Ave. Rm. 303
Syracuse, NY 13244
Phone: (315) 443-2622
Fax: (315) 443-5020
No. 14411 2 P

TOPPI, Kelly A.
Resident Director
Bridgewater State College
Residence Life & Housing
Bridgewater, MA 02325
Phone: (508) 697-1308
E-mail: KToppi@Fred.BSC.Mass.Edu
No. 19566 1 P

TORRE, Frank J.
Assoc. Dean Of Students
College of Staten Island
715 Ocean Terrace
Staten Island, NY 10301
No. 10538 2 V

TORRES, Eliseo
Vice President-Student Affairs
Texas A&I University
Campus Box 103
Kingsville, TX 78363
Phone: (512) 595-3612
No. 985 3 V

TORRES, Letycia
261 S. 2nd Avenue
La Puente, CA 91746
Phone: (213) 743-9012
No. 21621 6 S

TORRES-GONZALEZ, Evelyn
23 Chesapeake Lndg
West Henrietta, NY 14586-9636
Phone: (716) 475-5651
No. 10369 2 P

TORSTENSEN, Kristin
Resident Director
Assumption College
P.O. Box 15005, Box 2042A
Worcester, MA 01615
No. 20974 1 P

TORTORICI, Joseph
Executive Director Res Life
Providence College
Providence, RI 02918-0001
Phone: (401) 865-2392
No. 18285 1 P

TOTH, George P.
Director, Career Services
SUNY College Brockport
350 New Campus Drive
Brockport, NY 14420-2774
Phone: (716) 395-2159
E-mail: GPTOTH@BROCKVMA.CC.BROCKPORT.EDU
No. 18420 2 P

TOUTAIN, Henry
Dean of Students
Gustavus Adolphus College
800 W. College Ave
St Peter, MN 56082
Phone: (507) 933-7526
Fax: (507) 933-6270
E-mail: htoutam@gac.edu
No. 1448 4E V

TOYA, Gregory
Resident Director
University of MD-College Park
0137 Easton Hall
College Park, MD 20742
Phone: (301) 314-7594
No. 21319 2 S

TRACY, Davis C.
Dir. Of Counseling Services
Dickinson College
Carlisle, PA 17013-2896
Phone: (717) 245-1485
No. 8327 2 P

TRACY, Elizabeth A.
Resident Director
Springfield College
263 Alden, Box 1357, Wood Hall
Springfield, MA 01109-3757
Phone: (413) 748-5256
No. 20988 1 S

TRACY, Florence
Director of Residence
McGill University
3935 University St. Montreal
CANADA H3A 2B4
Phone: (514) 398-6363
Fax: (514) 398-6770
No. 14905 1 V

TRAGER, Tina M.
Scheduler
MIT
84 Mass. Ave. W20-500
Cambridge, MA 02139
Phone: (617) 258-8422
Fax: (617) 253-8585
No. 20111 1 P

TRAN, Doan-Trang H
St. Martin's College
5300 Pacific Ave, SE
Lacey, WA 98503-1297
No. 20546 5 H

TRAVAILLE, Dan
V.P. For Student Affairs
Dana College
2848 College Drive
Blair, NE 68008
Phone: (402) 426-7252
No. 10572 4W V

TRAVELSTEAD, Will
Assistant Dean
Southern Illinois University
Route 2 Box 867
Cobden, IL 62920
Phone: (618) 453-4308
No. 113 4E P

TRAVENY, Gary
Dir of New Student Orientation
The University of Akron
Buchtel Hall, Room 51
Akron, OH 44325-4716
Phone: (216) 972-5347
Fax: (216) 972-8824
No. 20791 4E P

TRAVIS, David
Asst. Dir. - Stu. Development
Millsaps College
P.O. Box 150472
Jackson, MS 39210
Phone: (601) 974-1970
No. 20816 3 P

TRAXTER, Julie A.
Assistant Coordinator
Rutgers University
Bishop House 109
New Brunswick, NJ 08903
Phone: (908) 745-1644
No. 20242 2 P

TRAYLOR, Richard E.
Associate Dean of Students
Samford University
SU 2204
Birmingham, AL 35229
Phone: (205) 870-2764
No. 19766 3 A

TREMBLE, Matthew
Resident Director
St. Michael's College
Winooski Park
Colchester, VT 05439
Phone: (802) 654-2566
No. 21234 1 A

TRESCOTT, Thomas Alan
Student Services Specialist
John Tyler Community College
Chester, VA 23831
Phone: (804) 796-4165
No. 15960 3 P

TREVAN, Timothy John
26356 Vintage Woods Road
Lake Forest, CA 92630
Phone: (805) 893-4782
Fax: (805) 893-7287
No. 15464 6 P

TREVINO, Consuelo
Director of Campus Activities
Univ of Houston-Univ Park
4800 Calhoun Rd, UCU # 51
Houston, TX 77204-3650
Phone: (713) 743-5180
No. 11996 3 P

TREVINO, Yolanda
Director of Student Activities
Stephens College
P.O. Box 2074
Columbia, MO 65215
Phone: (314) 876-2339
Fax: (314) 876-7248
No. 9739 4W A

TRICE, Andrea
Career Counselor
Univ. of Texas at Arlington
Box 19156
Arlington, TX 76019-0156
Phone: (817) 273-3671
Fax: (817) 794-5792
No. 21784 3 P

TRICKEY, Edward
Asst to VP Student Affairs
Univ of Southern California
Student Union 201
Los Angeles, CA 90089-4891
Phone: (213) 740-2421
Fax: (213) 749-9781
E-mail: trickey@mizar.usc.edu
No. 19062 6 P

TRIGG, Michael
Dean for Student Affairs
Biola University
13800 Biola Avenue
La Mirada, CA 90639
Phone: (213) 903-4870
No. 2101 6 V

TRIMBLE, Vada
Student Development Specialist
Univ of Nevada-Reno
Jones Visitors Ctr M.S. 106
Reno, NV 89557-0072
Phone: (702) 784-1537
No. 424 5 P

TRINKLEIN, Andrea J.
Director Of Residence Life
Western Illinois University
SRP Seal Hall
Macomb, IL 61455
Phone: (309) 298-2461
No. 6692 4E P

TRIPLETT, Beth
Vice President for Enrollment
University of Charleston
2300 MacCorkle Ave SE
Charleston, WV 25304
Phone: (304) 357-4700
Fax: (304) 357-4915
No. 6335 2 V

TRIPONEY, Vicky L.
Assoc Dean of Student Life Svc
Wichita State University
1845 N. Fairmount, Box 8
Wichita, KS 67208-0008
Phone: (316) 689-3032
No. 656 4W P

TROTT, Judith
Dean of Students
University of Mississippi
Box 523
University, MS 38677
Phone: (601) 232-7247
No. 3110 3 P

TROW, Jo Anne J.
Vice President-Student Affairs
Oregon State University
AdS A632
Corvallis, OR 97331-2128
Phone: (503) 737-3626
No. 989 5 V

TROWBRIDGE, Kim
Hall Director
Univ of Maryland-Baltimore Co.
106 Hillcrest Bldg
Baltimore, MD 21228
Phone: (303) 491-3251
No. 12677 2 P

TROWBRIDGE, Mark
Residence Coordinator
University of Miami
1211 Dickinson Dr
Coral Gables, FL 33146
Phone: (305) 284-4282
No. 15356 3 P

TROWELL, Latonia
Graduate Assistant
Western Kentucky University
PO Box 8005
Bowling Green, KY 42101
Phone: (502) 796-3618
No. 20375 3 S

TROYER, Mark
Dir, Student Leadership Devlp
Asbury College
1 Macklem Drive
Wilmore, KY 40390
Phone: (606) 858-3511
No. 21123 3 P

TRUESDELL, Thomas C.M.
Asst Dean of Students
Lawrence University
P.O. Box 599
Appleton, WI 54912-0599
Phone: (414) 832-6599
No. 20455 4E P

TRUITT, Tracy
Assistant Director
Cornell University
N101 MVR
Ithaca, NY 14853
Phone: (607) 255-2532
No. 17454 2 A

TRUJILLO, Gregory
Interim VP Student Affairs
Central Washington University
Ellensburg, WA 98926
Phone: (509) 963-1515
No. 1104 5 V

TSIGE, Zegenu
Assistant Dean of Students
Suffolk University
41 Temple Street
Boston, MA 02114
Phone: (617) 573-8239
No. 19590 1 P

TSUDA, Jon D.
Director
Univ of Colorado-Boulder
Campus Box 207
Boulder, CO 80309
Phone: (303) 492-6366
No. 16836 4W A

TUBAUGH, Joy
Staff Associate
Michigan State University
162 Student Services Bldg
East Lansing, MI 48824
Phone: (517) 353-6650
E-mail: VPS34@MSU.edu
No. 5789 4E P

TUBBS, LeVester
Vice President-Student Affairs
University of Central Florida
Box 160160
Orlando, FL 32816-0160
Phone: (407) 823-2626
E-mail: Tubbs@UCFIVM.CC.UCF.edu
No. 2356 3 V

TUCKER, Ayoka
SUNY at Buffalo
139 S. Goodyear Hall
Buffalo, NY 14214
Phone: (716) 829-3145
Fax: (716) 829-2145
No. 940177 2 S

TUCKER, Gardiner
Coord/Qual Svs/Off Contin Impr
Univ of Maryland-College Park
1131E Engin Classrm Bldg
College Park, MD 20742-9867
Phone: (301) 405-3867
No. 8485 2 S

TUCKER, Laurence A.
Asst Director, Counseling Ctr
College of William & Mary
240 Blow Hall
Williamsburg, VA 23187
Phone: (804) 221-3620
No. 20031 3 P

TUCKER, Marcie
Coordinator Greek Affairs
George Washington University
800 21st St NW; Marvin Ctr 205
Washington, DC 20052
No. 15744 2 P

TUCKER, Tom R.
Asst Vice Chancellor
U of California-San Diego
9500 Gilman Drive
La Jolla, CA 92093-0082
Phone: (619) 278-3434
No. 15109 6 P

TUDOR, Daniel David
2860 Runnymede Way
Lexington, KY 40503
Phone: (502) 588-6884
No. 16941 3 S

TULLOS, Charlotte
VP for Student Development
Louisiana College
P.O. Box 586
Pineville, LA 71359
Phone: (318) 487-7134
No. 20449 3 V

TUPPER, Barbara M.
University of Iowa
24 Phillips Hall
Iowa City, IA 52244
Phone: (319) 335-1023
No. 19862 4E S

TURBIDE, Lara Chatel
Dir., Co-Curricular Programs
Hobart & Wm. Smith Colleges
Hobart Dean's Off./Smith Hall
Geneva, NY 14456
Phone: (315) 781-3300
Fax: (315) 781-3303
No. 21720 2 P

TURCHIO, Salvatore J.
Dean of Students
Pace University
Pace Plaza
New York, NY 10038
Phone: (212) 346-1306
No. 886 2 P

TUREK, JR., Robert
VP & Dean of Student Affairs
Adrian College
110 South Madison Street
Adrian, MI 49221
Phone: (517) 265-5161
No. 2406 4E A

TURK, Laraine D.
Acting Dir Enrollment Services
Cal Polytech State University
3801 W. Temple Avenue
Pomona, CA 91768
Phone: (714) 869-4430
No. 1361 6 P

TURLEY, Susan D.
Director
Oregon Health Sciences Univ.
3181 SW Sam Jackson Park Road
Portland, OR 97201
Phone: (503) 962-3551
E-mail: turley@ohsu.edu
No. 15916 5 P

TURMAN, James C.
Asst VP Student Affairs
University of Minnesota
108 Cooke Hall
Minneapolis, MN 55455
Phone: (612) 625-6800
No. 19444 4E P

TURNER, Dale M.
3724 NE 21st Avenue
Portland, OR 97212
Phone: (503) 282-2470
No. 7091 5 A

TURNER, J. David
1703 Marys Ct. Apt. B
Tallahassee, FL 32308-5263
Phone: (904) 878-0571
No. 18775 3 S

TURNER, Leigh
Director, Career Center
Texas A&M University
209 John J. Koldus Bldg.
College Station, TX 77843-1233
Phone: (409) 845-5139
No. 17984 3 P

TURNER, Lennie
12 Bovington Lane
Fayetteville, NY 13066
Phone: (315) 446-6952
Fax: (315) 446-6952
E-mail: leturner@mailbox.syr.edu
No. 21937 2 S

TURNER, Moses
Vice President-Student Service
Michigan State University
153 Student Srvcs Bldg
East Lansing, MI 48824
Phone: (517) 355-2264
No. 1769 4E V

TURNER, Nancy
Director-University Union
Florida State University
211 Union
Tallahassee, FL 32306-4026
Phone: (904) 644-6860
No. 1819 3 P

TURNER, Paul S.
Dean of Students
Lynn University
3601 N. Military Trail
Boca Raton, FL 33431
Phone: (407) 994-0770
No. 20723 3 P

TURNER, Rosandra
420 Lilac Lane
Ft. Collins, CO 80524
Phone: (303) 490-1815
No. 18731 4W S

TURNER, Sherry
191 Gibbs Street
Newton, MA 02159
Phone: (617) 739-7024
No. 19540 1 S

TUTTLE, Kathryn
Resident Director
Biola University
13800 Biola Avenue, Box 1876
La Mirada, CA 90639
Phone: (310) 903-6001
Fax: (310) 903-4748
No. 20788 6 P

TUTTON, Robert J.
Counselor/Asst to Dir Stu Svs
John Tyler Community College
13101 Jefferson Davis Highway
Chester, VA 23831
Phone: (804) 796-4100
Fax: (804) 796-4238
No. 21818 3 P

TWALE, Darla
Associate Professor
Auburn University
2084 Haley Center
Auburn University, AL 36849
Phone: (205) 844-3074
Fax: (205) 844-3072
No. 12027 3 P

TWITCHELL, Wirt
Director-Counseling & Testing
Truckee Meadows Comm College
7000 Dandini Blvd
Reno, NV 89512
Phone: (702) 673-7060
No. 11705 5 P

TYL, Judith A.
Dean of Student Services
Roane State Community College
Patton Lane
Harriman, TN 37748
Phone: (615) 882-4550
No. 11496 3 A

TYLER, Lucile C.
Associate Dir Residence Halls
Univ of Tennessee-Knoxville
405 Student Services Bldg
Knoxville, TN 37996-0241
Phone: (615) 974-2571
No. 6498 3 P

TYNER-WILSON, Melanie
Dir of Residential Education
Eastern Kentucky University
518 Coates
Richmond, KY 40475
Phone: (606) 622-2075
E-mail: sldwilsn@acs.eku.edu
No. 17611 3 P

TYREE, Tracy M.
Dir, Activ & Ldrshp Programs
Lynchburg College
1501 Lakeside Drive
Lynchburg, VA 24501
Phone: (804) 522-8254
Fax: (804) 522-0658
E-mail: TYREE@ACAVAX.LYNCHBURG.EDU
No. 12773 3 P

TYRELL, Steven J.
Dir. of College Activities
SUNY The College at New Paltz
SUB 209
New Paltz, NY 12561
Phone: (914) 257-3000
No. 21454 2 P

TYROL, Wendy
Research Assistant
U of Massachusetts-Amherst
229 Whitmore Bldg
Amherst, MA 01003
Phone: (413) 545-1390
No. 18808 1 S

TYSON, Joan
General Manager
Humboldt State University
Associated Students
Arcata, CA 95521
Phone: (707) 826-3771
No. 12713 6 P

TYSON, Vernicka
Acting Director
Michigan State University
113 Student Services Building
East Lansing, MI 48824-1046
Phone: (517) 355-9510
E-mail: PLAU@MSU.
No. 900222 4E P

U

ULLMAN, James R
Area Director
University of North Carolina
CB # 5500 Carr Bldg
Chapel Hill, NC 27599-5500
Phone: (919) 962-7554
No. 15360 3 P

ULLOM, Craig
VP for Student Development
Hendrix College
Dean of Students Office
Conway, AR 72032
Phone: (501) 450-1372
No. 97 4W V

ULSES, Randy J.
Res. Coord./Dabney Hall
Univ of Cincinnati/ML0045
2715 Scioto St. 4th Fl.
Cincinnati, OH 45221-0045
Phone: (513) 556-2022
Fax: (513) 861-6816
E-mail: ulsesrj@ucbeh
No. 15129 4E P

UMEZAWA, George
EPIC Director
California State University
5151 State University Drive
Los Angeles, CA 90032
Phone: (213) 343-3390
Fax: (213) 343-6428
E-mail: gumezaw@atss.calstatela.edu
No. 15154 6 P

UNRUH, David
1445 Clough Street #302B
Bowling Green, OH 43402
Phone: (419) 353-2037
E-mail: dunruh@andy.bgsu.edu
No. 20831 4E S

UPCRAFT, M. Lee
Assistant Vice President
Pennsylvania State University
316 Grange Building
University Park, PA 16802
Phone: (814) 863-0299
E-mail: U60@PSUVM
No. 2786 2 P

UPLINGER, Shirley
Assoc Dean-Student Affairs
Cal State Univ-Sacramento
6000 J Street
Sacramento, CA 95819-6062
Phone: (916) 278-6060
No. 2117 6 V

URBAN, Leslie
1911 Andy Holt Avenue
Knoxville, TN 379166
Phone: (615) 974-2005
No. 15466 3 S

URDZIK, George T.
Assoc. Dir. of Financial Aid
Sonoma State University
1801 E. Cotati Avenue
Rohnert Park, CA 94928
Phone: (707) 664-2407
Fax: (707) 664-4016
No. 20682 6 P

URENO, Frank
Assistant Director
NMSU - Dona Ana Branch
Campus Box 30-001, Dept 3DA
Las Cruces, NM 88003
Phone: (505) 527-7530
No. 2018 4W P

URSREY, Randall
Vice Pres Student Affairs
Middle Georgia College
1100 Second Street, SE
Cochran, GA 31014
Phone: (912) 934-3079
No. 12972 3 A

UTTERBACK, James W.
Dean of Student Services
Dodge City Community College
2501 N. 14th Ave
Dodge City, KS 67801
Phone: (316) 225-1321
No. 12139 4W A

V

VADNAIS, Yvette M.
143 Greenwich Plains Road
Ware, MA 01082
Phone: (508) 752-5615
No. 17385 1 A

VAILLANCOURT, David C.
Program Coordinator
Bowling Green State University
425 Student Services Bldg
Bowling Green, OH 43403
Phone: (419) 372-8342
E-mail: dvailla@andy.bgsu.edu
No. 18677 4E S

VALDEZ, Laura E.
Student Relations Coordinator
University of New Mexico
Student Services Center, #281
Albuquerque, NM 87131
Phone: (505) 277-3361
Fax: (505) 277-0370
E-mail: lvaldez@BOOTES.UNM.EDU
No. 17071 4W P

VALENTE, Laura
Dir. of Housing & Res. Life
Rutgers University
350 M. L. King Blvd.
Newark, NJ 07102
Phone: (201) 648-1037
Fax: (201) 648-5912
No. 15828 2 A

VALENTINI, Anna Rose
Director-Recreational Sports
University of Tulsa
600 S. College Avenue
Tulsa, OK 74104
Phone: (918) 631-2675
No. 11702 4W P

VALERIO, Vance
Coord of Counseling/Univ. Div.
University of Nebraska-Omaha
c/o C/UD Eppley Admin. Bldg.
Omaha, NE 68182
Phone: (402) 554-2409
Fax: (402) 554-3515
No. 4655 4W P

VALINOTI, C.L.
Virginia Tech
P.O. Box 11323
Blacksburg, VA 24062-1323
Phone: (703) 232-6511
No. 21417 3 S

VALLADARES, Madge A.
Dean of Student Services
Gateway Community College
108 N 40th Street
Phoenix, AZ 85034
Phone: (602) 392-5199
No. 6314 6 V

VALRIE, Jarmora
Coordinator
University of South Alabama
University Center
Mobile, AL 36688
Phone: (205) 460-6895
No. 20341 3 P

VAN ARSDEL, James
Director Residence Life
University of Arizona
Slonaker House
Tucson, AZ 85721
Phone: (602) 621-6505
E-mail: vanarsdel@life.ar
No. 12643 6 P

VAN DE WEERT, Pamela
Assistant Director
Kent State University
3828 Heartwood St. N.W.
Uniontown, OH 44685
Phone: (216) 699-1111
No. 6687 4E P

VAN DER WATT, Johann P.
Technikon Pretoria
Private Bag X680
Pretoria (012)
SOUTH AFRICA
No. 21658 3 A

VAN KUREN, Nancy E.
Vice President Student Life
North Carolina Wesleyan Coll.
3400 N. Wesleyan Blvd
Rocky Mount, NC 27804
Phone: (919) 985-5178
No. 20368 3 A

VAN LENTEN, Deborah J.
243 Park Road
Hamden, CT 06517-3848
Phone: (203) 397-4687
Fax: (203) 397-4069
E-mail: VANLENTEN@SCSU.CTSTATEU.EDU
No. 21782 1 S

VAN LONE, Jeffrey S.
Resident Director
Alfred University
Davis A
Alfred, NY 14802
Phone: (607) 871-3141
No. 20840 2 S

VAN NORMAN, Karen
Dean of Student Development
Mount Olive College
634 Henderson Street
Mount Olive, NC 28365
Phone: (919) 658-5056
No. 2358 3 V

VAN PATTEN, James J.
Professor
University of Arkansas
434 Hawthorn Street
Fayetteville, AR 72701
Phone: (501) 575-5109
Fax: (501) 575-4681
No. 20475 4W P

VAN ROSSUM, Charles F.
Coordinator Student Developmnt
SIU at Carbondale
211 S. Hewitt
Carbondale, IL 62901
Phone: (618) 536-2238
E-mail: GE2356@SIUCVMB.SIU.EDU
No. 9481 4E P

VAN VOOREN, Marjorie L.
Dean, Student Special Services
Boise State University
1910 Univ Drive, Admin Bldg 114
Boise, ID 83725
Phone: (208) 385-1583
E-mail: ASTVANVO@idbsu.idbsu.edu
No. 8769 5 P

VAN WARMERDAM, Mark
Associate Hall Director
Colorado State University
AHD - Durward Hall
Fort Collins, CO 80521
Phone: (303) 495-2609
No. 20501 4W S

VAN DER VEER, Gretchen
Asst to VP for Student Affairs
Univ of Maryland-College Park
2108 Mitchell Building
College Park, MD 20742-5221
Phone: (301) 314-8437
Fax: (301) 314-9606
E-mail: gvanderv@umdacc.umd.edu
No. 4756 2 P

VANDERWARKER, Rodney A.
Resident Director
Franklin Pierce College
Res. Life Office - College Rd.
Rindge, NH 03461
Phone: (603) 899-4178
No. 19621 1 P

VANHECKE, JoNes R.
Associate Director Res Life
Virginia Wesleyan College
Wesleyan Drive
Norfolk, VA 23502
Phone: (804) 455-3295
No. 11834 3 P

VANSCOYOC, Anna
Graduate Asst./Stu. Activities
Ball State University
914 Shively Hall
Muncie, IN 47306
Phone: (317) 285-6063
No. 20920 4E S

VANCE, Carmen L.
Associate Vice President
University of Connecticut
233 Glenbrook Road, Room 118
Storrs, CT 06269 4022
Phone: (203) 486-3030
No. 1579 1 P

VANDEGRIFT, Kim
Campus Minister
Bluefield College
3000 College Drive
Bluefield, VA 24605
Phone: (703) 326-4257
Fax: (703) 326-4228
No. 20663 3 P

VANDER LIND, James
Dean of Students
University of Tulsa
600 South College, HSC 51
Tulsa, OK 74104-3189
Phone: (918) 631-2328
No. 1912 4W V

VANDER PUTTEN, James J.
Grad. Assistant
University of Michigan
2117 School of Education
Ann Arbor, MI 48109-1259
Phone: (313) 764-5520
E-mail: james.vander.putten@um.cc.umich.edu
No. 12282 4E S

VANDER WALL, Dale E.
Area Director
Univ of Maryland-College Park
0200 Calvert Hall
College Park, MD 20742
Phone: (301) 314-0916
No. 11052 2 P

VANDER WOUDE, Jacklyn L.
1410 S. Willow
Sioux Falls, SD 57105
Phone: (605) 331-5411
No. 18521 4W P

VANIN, Jo-Anne Thomas
Associate Vice Chancellor
University of Mass-Amherst
227 Whitmore
Amherst, MA 01003
Phone: (413) 545-2684
No. 12470 1 P

VANIS, Mary I.
Dean of Stu. & Comm. Services
Mesa Community College
1833 W. Southern Avenue
Mesa, AZ 85202
Phone: (602) 461-7443
No. 1943 6 V

VANWINKLE, Gloria G.
Assoc.Director-Residence Halls
Berea College
P.O. 2111
Berea, KY 40404
Phone: (606) 986-9341
No. 6982 3 P

VARCHOL, Barbara
Dean of Students
Florida State University
332 Bryan Hall R-52
Tallahassee, FL 32306
Phone: (904) 644-2428
No. 8450 3 P

VARGAS-ARRIAGA, Yanina
Asst. Dean of Students
Knox College
K-Box 134
Galesburg, IL 61401
Phone: (309) 343-0112
Fax: (309) 343-8921
No. 21654 4E P

VARI, April
Assistant Dean of Students
Moravian College
Bethlehem, PA 18018
Phone: (215) 861-1509
No. 8509 2 P

VARIS, Victor A.
1748 SE 12th Avenue
Portland, OR 97214-4715
Phone: (503) 232-7345
Fax: (503) 230-1910
No. 21625 5 S

VARWIG, Jana
Vice President Student Affairs
Maryland Institute of Art
1300 Mt.Royal Ave
Baltimore, MD 21217
Phone: (410) 255-2422
No. 15772 2 V

VASHEE, Ameeta
Asst. Dean of Multicult. Ctr.
Mary Washington College
1301 College Avenue
Fredericksburg, VA 22401
Phone: (703) 899-4838
Fax: (703) 899-4834
No. 21613 3 P

VEGA, Jess
Events Coordinator
Fuller Theological Seminary
135 N. Oakland Ave
Pasadena, CA 91182
Phone: (818) 584-5203
No. 17439 6 P

VEIGA, Moira H.
Academic Advisor
University of Connecticut
Box U-41D
Storrs, CT 06268
Phone: (203) 486-2315
Fax: (203) 486-1272
No. 11721 1 P

VELAZQUEZ, Mary E.
P.O. Box 533
Purchase, NY 10577
Phone: (914) 251-7410
No. 21656 2 S

VELDEMAN, Jillian
Graduate Assistant
Northern Arizona University
Box 5716, NAU
Flagstaff, AZ 86011
Phone: (602) 523-4090
No. 20418 6 S

VENDETTI, Diane C.
84 Phillips St
North Kingston, RI 02852-5126
Phone: (401) 295-5307
No. 18233 1 S

VENDLEY, Gwen
Dean of Students
Fairfield University
North Benson Rd
Fairfield, CT 06430
Phone: (203) 254-4211
No. 18612 1 P

VENEMA, Kathryn O.
Assoc Dean Academic Affairs
Heidelberg College
310 E. Market St
Tiffin, OH 44883
Phone: (419) 448-2109
No. 1311 4E P

VERAMAY, Sherie L.
Dir- Placement & Student Svcs
Thomas M. Cooley Law School
P.O. Box 13038
Lansing, MI 48901
Phone: (517) 371-5140
Fax: (517) 334-5714
No. 15015 4E A

VERGE, Tim P.
5615 E. Scioto Road
Flagstaff, AZ 86004
Phone: (602) 523-8010
No. 21957 6 S

VERNON, Phyllis H.
Graduate Student
ODU
504 Fresh Meadow Rd.
Norfolk, VA 23503
Phone: (804) 683-4388
No. 14598 3 S

VESS, Andrew
Student Recruitment Specialist
ASU/MBA Progr. Box 874906
Coll. of Business
Tempe, AZ 85287-4906
Phone: (602) 965-3332
Fax: (602) 965-8569
No. 21483 6 P

VICK, James W.
Vice President-Student Affairs
University of Texas-Austin
P.O. Box 7699
Austin, TX 78713-7699
Phone: (512) 471-1133
No. 2212 3 V

VIDAL, Lisa
Residence Hall Coordinator
University of Rhode Island
PO Box 1672
Kingston, RI 02881
Phone: (401) 792-4249
No. 17143 1 P

VIEIRA, Robert
Vice Provost & Dean Students
Portland State University
PO Box 751
Portland, OR 97201-0751
Phone: (503) 725-4422
No. 19159 5 V

VIGIL, Lloyd D.
University of New Mexico
#427 SRC UNM
Albuquerque, NM 87131
Phone: (505) 277-3361
No. 19796 4W S

VIGODA, Caryn
Coordinator
Northeastern University
220 Snell Engineering Ctr
Boston, MA 02115
Phone: (617) 373-2154
No. 19575 1 P

VIK, Alicia K.
Associate Hall Director
Colorado State University
Ellis Hall - AHD
Fort Collins, CO 80521
Phone: (303) 495-3515
No. 20609 4W S

VILLARREAL, James J.
Asst. Dir. of Residence Life
St. Mary's University
One Camino Santa Maria Box 77
San Antonio, TX 78228-8577
Phone: (210) 436-3714
Fax: (210) 436-3300
No. 21327 3 P

VINSON, Judy
Dean of Students
Univ of Texas-Pan American
1201 W. University Dr UC#104
Edinburg, TX 78539
Phone: (512) 381-2147
No. 2090 3 V

VINTON, Donna
Assistant Director
University of Northern Iowa
SSC # 19
Cedar Falls, IA 50614
Phone: (319) 273-6857
No. 20214 4E P

VISSELMEYER, Dean M.
Vice President Student Service
Concordia University
1530 Concordia West
Irvine, CA 92715
Phone: (714) 854-8002
No. 21225 6 A

VOGHT, Donna M.
Coord-Stu. w/ Disabilities Ctr
University of Connecticut
U-174
Storrs, CT 06279-4174
Phone: (203) 486-2020
No. 20975 1 P

VOIT, Sandy
Dean of Students
Bastyr College
144 NE 54th
Seattle, WA 98105
Phone: (206) 523-9585
No. 9882 5 V

VOLCHKO, Jennifer F.
Assoc Dean of Student Life
Lehigh University
29 Trembley Drive
Bethlehem, PA 18015
Phone: (215) 758-4157
No. 8576 2 P

VOLCHOK, Daniel J.
Director of Student Housing
New York Medical College
Sunshine Cottage
Valhalla, NY 10595
Phone: (914) 993-4832
E-mail: VOLCHOK@NYMC.EDU
No. 18878 2 A

VOLKENANT, Margaret
Residence Life Area Coord.
University of Southern MS
Box 5064
Hattiesburg, MS 39406
Phone: (601) 266-2718
Fax: (601) 266-4891
E-mail: MARNIEV%USMCP6.
BITNET@VM.TCS.TULAN
No. 20485 3 P

VOLKER, Cynthia M.
Stu Devlp Coord for Greek Life
Winthrop University
209 Dickins Student Center
Rock Hill, SC 29733
Phone: (803) 323-2252
No. 18137 3 P

VOLP, Patricia
Asst VP Stu Development
Southeast Missouri State Univ
One University Plaza
Cape Girardeau, MO 63701
Phone: (314) 651-2264
No. 625 4W P

VON DESTINON, Mark
Dean of Students
Cochise College
901 North Columbo
Sierra Vista, AZ 85635
Phone: (602) 459-9791
No. 10284 6 P

VON SCHWEINITZ, Jean
Associate Dean of Students
Southwestern Oregon Comm Coll.
1988 Newmark
Coos Bay, OR 97420
Phone: (503) 888-7338
No. 19138 5 V

VOORNEVELD, Richard B.
Dean of Students
College of Charleston
66 George St
Charleston, SC 29424
Phone: (803) 792-5522
No. 20345 3 P

VOSS, Todd S.
VP for Student Development
Indiana Wesleyan University
4201 S. Washington St.
Marion, IN 46953
Phone: (317) 674-6901
No. 7600 4E A

VOYLES, J. Kyle
Area Coordinator
Southwest Texas State Univ.
P.O. Box 1887
San Marcos, TX 78667
Phone: (512) 245-3705
Fax: (512) 245-3040
E-mail: JV04@SWTEXAS
No. 17340 3 P

VUKOVICH, Thomas J.
Assoc. VP for Student Affairs
The University of Akron
302 E. Buchtel Avenue
Akron, OH 44325-4701
Phone: (216) 972-7067
Fax: (216) 972-8824
No. 21923 4E P

W

WACHS, Peter M.
Rt. 5 Box 50-B
Mountain City, TN 37683
Phone: (704) 262-4965
No. 16042 3 P

WADDELL, N. Carolyn
Dean of Students
Des Moines Area Community Coll.
2006 S Ankeny Blvd
Ankeny, IA 50021
Phone: (515) 964-6400
No. 999 4E V

WADSWORTH, Mari B.
Asst Dean-Student Development
Mount St. Mary's College
12001 Chalon Avenue
Los Angeles, CA 90049
Phone: (213) 471-9507
No. 16868 6 P

WAGGONER, David C.
Vice President Student Affairs
Northwest Christian College
828 E. 11th
Eugene, OR 97401-3727
Phone: (503) 687-9456
No. 19251 5 A

WAGMAN, Debra L.
187 8th Avenue
Holtsville, NY 11742
Phone: (217) 581-3131
Fax: (217) 581-2722
E-mail: dlwagman@bgu.edu
No. 20942 2 S

WAGNER, Bill
Assoc Dean, Student Services
Rush University
1743 W Harrison
Chicago, IL 60612
Phone: (312) 942-6796
No. 1997 4E V

WAGNER, Sr. Margaret
Vice President - Student Life
Viterbo College
815 S Ninth Street
La Crosse, WI 54601
Phone: (608) 791-0450
No. 137 4E V

WAGNER, Virginia
Dean of Students
Alverno College
3401 S. 39th St. Box 343922
Milwaukee, WI 53234-3922
Phone: (414) 382-6115
Fax: (414) 382-6354
No. 14680 4E A

WAHEED, Mohammed
Dean of the College
Central Wyoming College
Dean's Office
Riverton, WY 82501
Phone: (307) 856-9291
No. 2495 4W V

WAHLSTER, Michael
Assistant Director
Gannon University
University Square
Erie, PA 16504
Phone: (814) 871-7663
No. 20411 2 P

WAKAYAMA, Lei A.
Student Services Specialist
University of Hawaii-Manoa
1630 Bachman Pl. BA 10
Honolulu, HI 96822
Phone: (808) 956-7137
No. 20372 6 P

WALBERT, Janet
Dean of Students
Beaver College
450 S. Easton Road
Glenside, PA 19038-3295
Phone: (215) 572-2933
Fax: (215) 572-2161
E-mail: walbert@beaver.edu
No. 1594 2 V

WALDMAN, Karen L.
5526 Cheltenham
Houston, TX 77096
Phone: (713) 723-2067
No. 18240 3 S

WALDROP, Kenneth
Director Student Activities
Lander University
CPO Box 6012
Greenwood, SC 29649
Phone: (803) 229-8244
Fax: (803) 229-8890
No. 9453 3 P

WALDRUP, Thomas
Dean of Students
Jones Co. Junior College
Box 96
Ellisville, MS 39437
Phone: (601) 477-4029
No. 2254 3 V

WALDSTEIN, Daniel
Dean of Students
Illinois Inst of Technology
3241 S. Federal
Chicago, IL 60616
Phone: (312) 567-3080
Fax: (312) 567-8917
No. 337 4E V

WALES, Juliana F.
President
Kappa Kappa Gamma
2730 Walsh Rd.
Cincinnati, OH 45208
Phone: (513) 321-8637
No. 17390 4E SMN

WALKER, Anthony J.
Assistant Director
Heidelberg College
CC-3
Tiffin, OH 44883
Phone: (419) 448-2058
No. 20226 4E P

WALKER, Donna L.
Assistant Coordinator
University of Pittsburgh
738 William Pitt Union
Pittsburgh, PA 15260
Phone: (412) 648-7913
Fax: (412) 648-7914
No. 15123 2 P

WALKER, Francine
Director, Stu Life Activities
University of Pennsylvania
3417 Spruce Street
Philadelphia, PA 19104
Phone: (215) 898-4340
E-mail: Walker@A1.Relay.upenn.edu
No. 18502 2 P

WALKER, Gary
Vice President-Student Affairs
Rose State College
6420 S.E. 15Th Street
Midwest City, OK 73110
Phone: (405) 733-7375
No. 2309 4W A

WALKER, Herman
Dean of Student Services
Scottsdale Community College
9000 E Chaparral Road
Scottsdale, AZ 85250
Phone: (602) 423-6020
No. 1942 6 V

WALKER, Kathryn Siemsen
9002 E. Linden
Tucson, AZ 85715
Phone: (602) 296-8997
No. 21471 6 S

WALKER, Mark Blaine
Graduate Student
University of Wyoming
522 Crane Hall
Laramie, WY 82070
Phone: (307) 766-7939
No. 18863 4W S

WALKER, Sally J.
Harvard University
2 Peabody Terrace #$506
Cambridge, MA 02138-6413
Phone: (617) 354-8620
No. 7802 1 S

WALKER, Sharon A.
Office of Student Affairs
Univ of Wisconsin-Platteville
1 University Plaza, 111 Royce
Platteville, WI 53818
Phone: (608) 342-1854
No. 6435 4E V

WALKER, Valaida S.
Vice President Student Affairs
Temple University
Broad & Montgomery Avenue
Philadelphia, PA 19122
Phone: (215) 204-6556
No. 1968 2 V

WALKER, Wilbur P.
Dir Student Information Svcs
Oklah State Regents Higher Ed
500 Education Bldg
Oklahoma City, OK 73105-4503
Phone: (405) 552-4312
No. 9281 4W SMN

WALL, Guy O.
Vice President Student Affairs
Indiana University Southeast
4201 Grantline Road
New Albany, IN 47150
Phone: (812) 941-2420
No. 824 4E V

WALL, Kathleen
Director Counseling Services
San Jose State University
One Washington Square/ADM 201
San Jose, CA 95192-0035
Phone: (408) 924-5935
Fax: (408) 924-5978
No. 20894 6 P

WALL, Vernon A.
Coord. for Staffing & Develop.
University of Georgia
Univ. Housing; Russell Hall
Athens, GA 30602
Phone: (706) 542-8191
No. 5788 3 P

WALLACE, Chris E.
Graduate Advisor Greek Affairs
Texas Tech University
PO Box 45014
Lubbock, TX 79409-5014
Phone: (806) 742-2192
No. 18636 3 S

WALLACE, Dan
Dean of Student Development
Stephen F. Austin State Univ
SFA Box 13020
Nacogdoches, TX 75962
Phone: (409) 568-2703
No. 115 3 P

WALLACE, JR., Henry A.
Administrator-Student Services
Northeast Wisconsin Tech Inst
2740 West Mason/P.O.Box 19042
Green Bay, WI 54307-9042
Phone: (414) 498-5544
No. 6879 4E V

WALLACE, James
Director, Residence Life
Buffalo State College
Porter Hall 1300 Elmwood Ave.
Buffalo, NY 14222
Phone: (716) 878-6808
No. 19755 2 A

WALLACE, James A.
Instructor/CSP Program Coord.
Southern Illinois University
116 Pulliam Hall
Carbondale, IL 62901
Phone: (618) 536-4434
No. 16039 4E P

WALLACE, Scott
10 Arthur Avenue
Catonsville, MD 21228
Phone: (410) 788-8603
No. 17578 2 A

WALLACE, Susan Busset
Director of Residence Life
St. Peter's College
2641 Kennedy Blvd
Jersey City, NJ 07306
Phone: (201) 915-9143
No. 18238 2 P

WALLACE, Thomas D.
Assoc. Vice Chancellor
University of Mississippi
Student Affairs Lyceum 200
University, MS 38677
Phone: (601) 232-5050
No. 15040 3 P

WALLACE, Wayne
Dir-Career Resource Center
University of Florida
G-1 J Wayne Reitz Union
Gainesville, FL 32611-2042
Phone: (904) 392-1601
E-mail: WAYNE-WALLACE@SFA
No. 4083 3 P

WALLMAN, George
Vice President-Student Affairs
North Dakota State University
Box 5165
Fargo, ND 58105
Phone: (701) 237-8097
No. 1872 4W V

WALLS, Gaylord D.
Minority Assistance Coord
Boise State University
1910 University Dr
Boise, ID 83725
Phone: (208) 385-1583
No. 17511 5 P

WALLS, Janet L.
Area Coordinator
Western Kentucky University
Box 8354/1526 Russellville Rd.
Bowling Green, KY 42101
Phone: (517) 774-6814
No. 11222 3 P

WALSH, Julianne
Asst Dir, State Schlrshp Off.
Higher Education Coord.Council
One Ashburton Place Room 1401
Boston, MA 02108
Phone: (617) 727-7785
No. 19940 1 A

WALSH, Phillip J.
Director Campus Activ. Complex
Massachusetts Inst of Tech
40 Edith Road
E. Weymouth, MA 02189
Phone: (617) 253-3913
No. 19964 1 V

WALSH, Robin
Vice President Student Service
Mohave Community College
1971 Jagerson Avenue
Kingman, AZ 86401
Phone: (602) 757-0828
Fax: (602) 757-0836
No. 9367 6 V

WALTER, Hank
Associate Director
University of Illinois
284 Illini Union, 1401 W Green
Urbana, IL 61801
Phone: (217) 333-3660
E-mail: AXUWALT@UICUMC.AISS.UIUC.EDU
No. 10715 4E P

WALTER, Peggy L.
Residence Hall Director
Central MO State University
RHD - Nattinger
Warrensburg, MO 64093
Phone: (816) 543-4556
No. 21714 4W S

WALTER, Scott
Greek Affairs Grad. Asst.
University of Arkansas
M405 Arkansas Union
Fayetteville, AR 72701
Phone: (501) 575-5001
Fax: (501) 575-7969
No. 19815 4W S

WALTER, Tom G.
Vice President for Student Dev
Gainesville College
P.O. Box 1358
Gainesville, GA 30503
Phone: (404) 535-6377
E-mail: twalter@Hermes.gc
No. 12947 3 V

WALTERS, Evon
86 Rolling Green Drive
Amherst, MA 01002-2753
Phone: (413) 253-4155
No. 20286 1 S

WALTERS, Margaret M.
777 Dedham Street
Newton Center, MA 02159
Phone: (617) 969-7000
No. 21403 1 S

WALTRIP, Laura
Director of Student Activities
Shorter College
Box 349, Shorter College
Rome, GA 30165
Phone: (706) 291-2121
Fax: (706) 236-1515
No. 17072 3 A

WANG, Cynthia
Administrative Officer
2555 Dole St/Johnson A Basemnt
Honolulu, HI 96822
Phone: (808) 956-4014
Fax: (808) 956-5995
No. 21440 6 P

WANKEL, Laura
Assistant VP Student Affairs
SUNY Purchase
735 Anderson Hill Rd
Purchase, NY 10577
Phone: (914) 251-6032
Fax: (914) 251-6034
No. 17509 2 P

WANKO, George
Vice President-Student Service
Barry University
Student Affairs
Miami Shores, FL 33161
Phone: (305) 758-3392
No. 2051 3 V

WANNAN, Garth S.
Dir. Housing & Student Life
University of Manitoba
Room 416 University Centre
Winnipeg, Canada R3T 2N2
Phone: (204) 474-9981
No. 11252 4W A

WARD, A. Scott
William Jewell College
Eaton Hall Room 425
Liberty, MO 64068
Phone: (816) 781-7700
No. 20178 4W S

WARD, Brian G.
Residence Hall Dir./Grad. Asst
Oklahoma State University
Wentz Hall Director Apt.
Stillwater, OK 74077
Phone: (405) 744-5407
No. 21257 4W S

WARD, JR., Donald C.
Educational Advisor-Counseling
Pasadena City College
1570 E. Colorado Blvd
Pasadena, CA 91106
Phone: (818) 585-7951
No. 12919 6 S

WARD, Gail R.
Director of Student Programs
University of New Mexico
Coll. of Engineering/FEC 157
Albuquerque, NM 87131
Phone: (505) 277-4354
No. 9583 4W P

WARD, Howard
Vice President-Student Affairs
Ohio Northern University
525 South Maen St.
Ada, OH 45810
Phone: (419) 772-2432
No. 807 4E V

WARD, J. Allen
Asst Dean Student Affairs
Florida Atlantic University
Boca Raton, FL 33431
Phone: (407) 367-3542
E-mail: AWARD@FAUVAX
No. 11790 3 P

WARD, Jeanine A.
Associate Director
Clemson University
113 Holtzendorff Ctr
Clemson, SC 29634-4003
Phone: (803) 656-0511
E-mail: WJeanin@Clemson.Clemson.Edu
No. 18036 3 P

WARD, Teresa J.
Asst. Dir. of Student Life
Roger Williams University
1 Old Ferry Rd./Student Life
Bristol, RI 02809
Phone: (401) 254-3161
No. 21354 1 P

WARD, Vanessa V.
Iowa State University
Room 1 Student Svcs. Bldg.
Ames, IA 50011
Phone: (515) 294-9627
No. 21550 4E S

WARDEN, Michael W.
Resident Director
Le Moyne College
Nelligan Hall Director
Syracuse, NY 13214
Phone: (315) 445-4657
No. 20463 2 P

WARFIELD, Patricia
Residence Hall Director
Saint Mary's College
SMC Holy Cross Hall
Notre Dame, IN 46556
Phone: (219) 284-4726
No. 19876 4E P

WARNER, Jack
Dean of Student Affairs
Bristol Community College
777 Elsbree St
Fall River, MA 02720
Phone: (508) 678-2811, ext. 2244
Fax: (508) 678-2811, ext. 2470
No. 4633 1 V

WARNER, Jamie
6515 F. Cottonwood Circle
Dublin, CA 94568
Phone: (209) 835-9490
No. 19065 6 S

WARNER, Tony R.
Director-D.P.Culp Univ.Center
East Tennessee State Univ
PO Box 70692
Johnson City, TN 37614-0692
Phone: (615) 929-4286
Fax: (615) 929-6825
E-mail: WARNERT@ETSUVAX.EAST-TENN-ST.EDU
No. 422 3 P

WARNOCK, Robert
Dean of Students
Mississippi Delta Comm College
Box 668
Moorhead, MS 38761
Phone: (601) 246-5631
No. 7483 3 V

WARREN, Beverly A.
Dir., Student Advocates Office
Indiana University
Franklin Hall Rm 206
Bloomington, IN 47405
Phone: (812) 855-0761
Fax: (812) 855-5381
E-mail: BWARREN@INDIANA.EDU
No. 17632 4E P

WARREN, G. Ray
Director Ethnic Student Srvcs
Lewis & Clark College
0615 SW Palatine Rd
Portland, OR 97219
Phone: (503) 768-7051
Fax: (503) 768-7105
E-mail: Warren@LClark.edu
No. 21100 5 P

WARREN, Greg
Dean of Students
Quincy University
1800 College Avenue
Quincy, IL 62301
Phone: (217) 228-5320
Fax: (217) 228-5638
E-mail: Warren@Quincy.Edu
No. 1036 4E V

WARREN, Randal L.
Program Board Intern
Cal Poly State Univ. - SLO
University Union #217
San Luis Obispo, CA 93407
Phone: (805) 756-1781
Fax: (805) 756-1775
E-mail: RWARREN@lepieu.uu.calpoly.edu
No. 21757 6 S

WARREN, Scott
Vice President Student Affairs
Denison University
Box M
Granville, OH 43023
Phone: (614) 587-6208
E-mail: WARREN@DENISON.EDU
No. 2034 4E V

WARREN, Steve
Complex Director
Peru State College
Pate Hall Apt. #12
Peru, NE 68421
Phone: (402) 872-3735
No. 21258 4W S

WARTHLING, Geraldine
Vice President-Student Affairs
Saint Leo College
P.O. Box 2156
Saint Leo, FL 33574
Phone: (904) 588-8992
No. 478 3 V

WARYOLD, Diane M.
Asst. Dean - Judicial Affairs
UNC - Charlotte
Dean of Students Office
Charlotte, NC 28223
Phone: (704) 547-2375
Fax: (704) 547-2616
No. 21583 3 P

WASHINGTON, Faith
Director, Counseling/Wellness
Troy State University
228 Wright Hall
Troy, AL 36082
Phone: (205) 670-3205
No. 20253 3 P

WASHINGTON, Jamie
Multicultural Affairs Coord.
Univ of Maryland-Baltimore Co.
5401 Wilkens Ave. MP222A
Catonsville, MD 21228
Phone: (410) 455-2393
No. 7464 2 P

WASHINGTON, Maurice
Asst. Dean of Student Affairs
Bloomfield College
467 Franklin Street
Bloomfield, NJ 07003
Phone: (201) 748-9000
Fax: (201) 743-3998
No. 10580 2 P

WASHINGTON, Tanya R.
Academic Monitor
Mary Washington College
1301 College Ave-Lee Hall #203
Fredericksburg, VA 22401
Phone: (703) 899-4838
Fax: (703) 899-4834
No. 19669 3 P

WASIOLEK, Suzanne J.
Asst. VP for Student Affairs
Duke University
Box 90946, 205 Flowers
Durham, NC 27708
Phone: (919) 684-6313
E-mail: sjw@acpub.duke.edu
No. 21976 3 A

WASSEN, Richard
Coordinator
University of Minnesota
ESAO, 86 Pleasant St. SE, #40
Minneapolis, MN 55455
Phone: (612) 625-3427
No. 15743 4E P

WASSENAAR, James R.
Vice President-Student Svcs
SUNY College Oswego
711 Culkin Hall
Oswego, NY 13126
Phone: (315) 341-3214
No. 2261 2 V

WASSER, Debra S.
1055 Duna Drive
Laramie, WY 82070
Phone: (307) 742-7834
No. 20640 4W S

WASSINK, Hal
Coordinator-Student Activities
Clarion University of PA
251 Gemmell Center
Clarion, PA 16214
Phone: (814) 226-2311
No. 1618 2 P

WASSUM, Keith
Dir.-Student Life & Fac. Mgmt.
U of No. Carolina-Charlotte
Bonnie E. Cone University Ctr
Charlotte, NC 28223
Phone: (704) 547-2267
E-mail: ACU00KNW@UNCCVM.UNCC.EDU
No. 148 3 P

WATERS, JR., Robert E.
Coord. University Planning
University of San Francisco
2130 Fulton St UCB 310
San Francisco, CA 94117
Phone: (415) 666-2000
No. 11597 6 P

WATJEN, Russell
VP for Enrollment Mgmt/Stu Rel
McMurry University
MCM Station, Box 716
Abilene, TX 79697
Phone: (915) 691-6370
Fax: (915) 691-6599
E-mail: R_WATJEN@MCM.ACU.EDU
No. 21041 3 A

WATKINS, Cynthia
131 Glenwood Ave Apt #31
Jersey City, NJ 07306
Phone: (201) 915-9106
E-mail: watkins_c@spcvxa.spc.edu
No. 18782 2 S

WATKINS, William
Acting Asst VP for Stu Life
CSU Northridge
18111 Nordhoff Street
Northridge, CA 91330-8239
Phone: (818) 885-2391
Fax: (818) 885-3610
No. 20758 6 P

WATROUS, Robert
Director of Commuter/Judicial
Kutztown University
206 Admin Bldg-KSC
Kutztown, PA 19530
Phone: (215) 683-4022
No. 466 2 P

WATSON, Diane
Director Admissions & Records
Linn Benton Community College
6500 Pacific Blvd S.W.
Albany, OR 97321
Phone: (503) 967-6105
Fax: (503) 928-6352
No. 14964 5 A

WATSON, Fred
Director
Michigan State University
338 Student Services Bldg
East Lansing, MI 48824-1113
Phone: (517) 353-7745
No. 11223 4E P

WATSON, Gladys
Associate Dean of Students
Bard College
Annandale on Hudson, NY 12504
Phone: (914) 758-7455
No. 18589 2 A

WATSON, Joseph
Vice Chancellor-Undergrad Afrs
U of California-San Diego
Student Center Q-015
La Jolla, CA 92093
Phone: (619) 452-4370
No. 2489 6 V

WATSON, Kimberly A.
Director of Residence Life
Hendrix College
1601 Harkrider St Student Dev
Conway, AR 72032
Phone: (501) 450-1372
No. 21103 4W P

WATSON, Lisa N.
Drug Ed/Prevention Specialist
Seton Hill College
Box 362 College Drive
Greensburg, PA 15601
Phone: (412) 834-2200
No. 17431 2 P

WATSON, Margaret
Dean of Students
Westbrook College
716 Stevens Ave
Portland, ME 04103
Phone: (207) 797-7261
No. 7276 1 V

WATSON, Sally
Asst. to Vice President
Xavier University
3800 Victory Parkway
Cincinnati, OH 45207
Phone: (513) 745-4893
Fax: (513) 745-4280
No. 17932 4E P

WATSON, Ulestine
Spec. Asst to VP Stud. Affairs
Northeastern Illinois Univ.
5500 N. St. Louis
Chicago, IL 60625
Phone: (312) 583-4050
Fax: (312) 794-6243
No. 20692 4E P

WATSON, Zarus E.P.
SSS Research Coordinator
Our Lady of Holy Cross College
2414 Congress Street
New Orleans, LA 70117
Phone: (504) 394-7744
Fax: (504) 391-2421
No. 21744 3 A

WATTER, Steven J.
Associate Dean of the College
Haverford College
Office of the Dean
Haverford, PA 19041-1392
Phone: (215) 896-1230
E-mail: in%"swatter@acc.haverford.edu"
No. 11861 2 A

WATTERS, David M.
311 Washington Ave., Apt. D6
Brooklyn, NY 11205
Phone: (212) 998-4632
E-mail: WATTERSD@ACFCLUSTER.NYU.EDU
No. 920131 2 S

WATTS, Barbara L.
Area Coord. for Residence Life
NC School of the Arts
200 Waughtown Street
Winston-Salem, NC 27117-2189
Phone: (910) 770-3282
No. 17493 3 S

WATTS, Kristen Lee
1424 Elizabethtown College
Elizabethtown, PA 17022
No. 20519 2 H

WATTS, Roland
Director of Residence Life
William Paterson College
The Towers, 300 Pompton Road
Wayne, NJ 07470
Phone: (201) 595-2714
Fax: (201) 595-2341
No. 11528 2 P

WAWRYNEK-PINTO, Lucy
Asst Director Student Life
Pace University
One Pace Plaza
New York, NY 10038
Phone: (212) 346-1296
No. 21175 2 P

WAWRZYNSKI, Matthew R.
Asst Director Student Life
Loyola College
4501 N. Charles St
Baltimore, MD 21210-2699
Phone: (410) 617-5081
Fax: (410) 323-2768
E-mail: MWAWRZYNSKI@LOYOLA.EDU
No. 14450 2 P

WAY, Melissa A.
301 High Street #4
Richmond, KY 40475
Phone: (606) 623-3107
No. 20849 3 P

WAYNE, William
Assistant Vice President
University of Oklahoma
620 Elm Rm 201 GHC
Norman, OK 73069
Phone: (405) 325-2700
Fax: (405) 325-1478
No. 18582 4W P

WAYNE SR., George H.
Dean of Student Affairs
Cal State Univ-Sacramento
6000 J Street
Sacramento, CA 95819-2694
Phone: (916) 278-6060
No. 12195 6 P

WEAS, John
Director of Residence Life
Rochester Inst. of Technology
Grace Watson Hall/PO Box 9887
Rochester, NY 14623
Phone: (716) 475-2578
No. 208 2 P

WEAST, Philip G.
Vice President Student Affairs
Austin Peay State University
Box 4598
Clarksville, TN 37044
Phone: (615) 648-7341
No. 9495 3 V

WEATHERS, Doris Walker
VP for Student Affairs
Clark Atlanta University
James P. Brawley At Fair, SW
Atlanta, GA 30314
Phone: (404) 681-8050
No. 1389 3 V

WEATHERSBEE, Camela R.
Coordinator of Operations
Univ of Maryland-Baltimore Co.
University Center, Suite 213
Baltimore, MD 21228
Phone: (410) 455-2788
No. 19820 2 P

WEAVER, J. Timothy
Dean of Students
Vincennes University
1002 N. First Street
Vincennes, IN 47591
Phone: (812) 885-4301
No. 21117 4E P

WEAVER, Laurie A.
Hall Director
Colorado State University
HD Newsom Hall
Fort Collins, CO 80521
Phone: (303) 495-4395
No. 20596 4W S

WEBB, Edward M.
Vice President-Student Affairs
Humboldt State University
Student Affairs
Arcata, CA 95521
Phone: (707) 826-3361
No. 4176 6 V

WEBB, Evelyn
Vice President-Student Svcs
Gloucester County College
Deptford Township
Sewell, NJ 08080
Phone: (609) 468-5000
No. 8213 2 A

WEBB, Victor M.
4818 Frieda Drive
Los Angeles, CA 90065
Phone: (213) 254-3840
No. 20159 6 S

WEBBER, Linda A.
Director Student Development
Sam Houston State University
P.O. Box 2507
Huntsville, TX 77341
Phone: (409) 294-3842
No. 20185 3 P

WEBBER, W. Joseph
Dean of Students
East Texas State University
E T Station
Commerce, TX 75429
Phone: (903) 886-5086
No. 1391 3 V

WEBER, Donald
VP for Student Affairs
Brewton-Parker College
Mount Vernon, GA 30445
Phone: (912) 583-2241
Fax: (912) 583-2107
No. 21689 3 A

WEBSTER, Ann E.
Asst VP Student Development
George Washington University
2121 Eye Street NW Suite 403
Washington, DC 20052
Phone: (202) 994-7210
No. 8569 2 P

WEBSTER, Catherine S.
First Year Class Dean
Barnard College
3009 Broadway
New York, NY 10027
Phone: (212) 854-7517
Fax: (212) 854-7491
E-mail: cwebster@barnard@columbia.edu
No. 12848 2 P

WEBSTER, Constance
Dir-Career Development
National-Louis University
808 Green Bay
Winnetka, IL 60093
Phone: (708) 501-2837
No. 11565 4E P

WEBSTER, Randolph
Dean of Student Services
College of Lake County
19351 W Washington
Grayslake, IL 60030
Phone: (312) 223-6601
No. 2374 4E V

WECHSLER, Cheri Lall
Dir, Fraternity & Soror. Relat
U of California-Irvine
Student Activities Office
Irvine, CA 92717-5075
Phone: (213) 743-2495
No. 10153 6 P

WEEKS, Thomas
Auxiliary Housing Manager
Plymouth State College
Office of Residential Life
Plymouth, NH 03264
Phone: (603) 535-2320
Fax: (603) 535-2726
No. 9542 1 P

WEHRLE, Roger E.
Interim Vice President
Georgia Inst of Technology
353 Ferst Dr., Room 205
Atlanta, GA 30332-0285
Phone: (404) 894-2560
No. 1696 3 V

WEIBL, Richard A.
Asst to Dean for Info & Assess
Antioch College
795 Livermore Street
Yellow Springs, OH 45387
Phone: (614) 263-5313
E-mail: rweibl@antioch.edu
No. 4100 4E S

WEIGHT, Toni
Dean Student Development
Weber State University
3750 Harrison Blvd
Ogden, UT 84408-2109
Phone: (801) 626-6361
No. 18818 5 P

WEIL, Rita Nancy
Bilingual Counselor
Union County College
7016 Richard Drive
Bethesda, MD 20817
Phone: (301) 229-0578
No. 20946 2 A

WEINBERG, Jeffery B.
Asst VC Student Affairs
University of Kansas
213 Strong Hall
Lawrence, KS 66045
Phone: (913) 864-4381
No. 13069 4W P

WEINBERG-ALFORD, Collyn
102 Wood Creek Rd
Maudlin, SC 29662-2550
Phone: (803) 646-8361
No. 16894 3 A

WEINER, Stephen F.
Executive Director
Gallaudet University
800 Florida Ave. NE
Washington, DC 20002-3625
Phone: (202) 651-5155
E-mail: SFWEINER@Gallua.
No. 2546 2 V

WEINSHEIMER, Joyce
Program Director
Univ. of Minnesota-Twin Cities
108 Eddy Hall-192 Pillsbury Dr
Minneapolis, MN 55455
Phone: (612) 626-9490
E-mail: Weinsheimer@miste
No. 10417 4E P

WEINSTEIN, Deborah S.
Assoc to the VP
University of Cincinnati
Stdt Affrs & Svcs100 Tangeman
Cincinnati, OH 45221-0193
Phone: (513) 556-6049
No. 18068 4E P

WEISE-PILKINGTON, Lori
Assoc. Dir. Residence Life
University of Detroit Mercy
15446 Poplar
Southgate, MI 48195
Phone: (313) 993-1230
No. 21525 4E P

WEISKE, Barbara A.
Tivoli/Student Union Director
AHES Student Services
Campus Box TIV1, PO Box 173361
Denver, CO 80217-3361
Phone: (303) 629-8712
No. 12324 4W P

WEISMANTEL, Matthew J.
Dir Student Info
Rutgers University
115 College Ave-Bishop Rm 309
New Brunswick, NJ 08903
Phone: (908) 932-9090
Fax: (908) 932-9359
E-mail: weismantel@zodiac.rutgers.edu
No. 10188 2 P

WEISS, Missy
Asst. Dir. of Residence Life
Southwestern University
SU Box 6264
Georgetown, TX 78626
Phone: (512) 863-1624
Fax: (512) 863-5788
No. 20597 3 P

WEISZ, Diane L.
Asst. Director Counseling Ctr
Marymount University
2807 N. Glebe Rd
Arlington, VA 22207
Phone: (703) 284-1605
No. 15580 3 P

WEITH, Bob
Assoc Dir/Off Student Ethics
Indiana University
705 E. 7th Street
Bloomington, IN 47405
Phone: (812) 335-0761
No. 323 4E P

WEITZ, Sue
VP-Student Life
Gonzaga University
E. 502 Boone
Spokane, WA 99258-0001
Phone: (509) 328-4220
Fax: (509) 484-2818
E-mail: weitz@gu.gonzaga.edu
No. 3 5 V

WEITZER, William
Assistant Provost
Wesleyan University
North College
Middletown, CT 06459
Phone: (203) 344-7934
E-mail: wweitzer@willet.wesleyan.edu
No. 5140 1 P

WELBON, Renise Vance
Student Life Coordinator
Wesley College
Box #3
Dover, DE 19901
Phone: (302) 736-2377
No. 18774 2 P

WELBORNE, JR., Sullivan A.
Vice Chancellor-Student Affair
No. Carolina A&T State Univ
1601 E Market Street
Greensboro, NC 27411
Phone: (919) 334-7696
No. 1445 3 V

WELCH, Michael
Hall Director
Oklahoma State University
Willham Hall
Stillwater, OK 74078
Phone: (405) 744-5622
No. 21707 4W S

WELCH, JR., Harvey
Vice President-Student Affairs
Southern Illinois University
Anthony Hall Room 309
Carbondale, IL 62901
Phone: (618) 453-2461
No. 2696 4E V

WELDEN, JR., John T.
Director, Office of Res Life
Boston University
985 Commonwealth Ave
Boston, MA 02215
Phone: (617) 353-4380
No. 17383 1 P

WELGEHAUSEN, Eric
Services Coordinator
University of North Texas
PO Box 13407
Denton, TX 762033
Phone: (817) 565-2090
No. 18631 3 P

WELKER, Rodd M.
Asst. Dir. for Stu. Affairs
Penn State Univ-Mont Alto
Campus Drive
Mont Alto, PA 17237 0609
Phone: (717) 749-3111
No. 14606 2 P

WELLES, James C.
Assistant Dean for Res. Life
Tulane University
27 McAlister Dr.
New Orleans, LA 70118
Phone: (504) 865-5724
No. 11266 3 P

WELLS, Amy Eileen
Coord. of New Student Services
Univ. of Kentucky
518 Patterson Office Tower
Lexington, KY 40506-0027
Phone: (606) 257-6597
No. 17613 3 P

WELLS, Carroll E.
SIU at Carbondale
RRI Box 55-15
Carterville, IL 62918
Phone: (618) 453-7670
No. 18407 4E S

WELLS, Debbie K.
Asst. Professor
University of Alabama
Box 870281
Tuscaloosa, AL 35487-0231
Phone: (205) 348-7584
Fax: (205) 348-0683
No. 21268 3 P

WELLS, Patricia Ann
Coord/Disabled Stu Svs/Vet Aff
Cal State Univ/Dominguez Hills
1000 East Victoria Street
Carson, CA 90747
Phone: (310) 516-3660
Fax: (310) 516-3846
No. 21615 6 P

WELLS, Ray
Instructor
La Salle University
2102 Ash Grove
Ambler, PA 19002
Phone: (215) 628-0919
No. 10331 2 S

WELLS, Trisha
302 E. Culton, Apt. 4
Warrensburg, MO 64093
Phone: (816) 747-9459
E-mail: pwells@cmsuvma
No. 20827 4W S

WELSH, Diane
Asst. Dir., Student Life
Univ. of Wisconsin - Parkside
900 Wood Road
Kenosha, WI 53141-2000
Phone: (414) 595-2278
Fax: (414) 595-2202
DWELSHEVM.UWP.EDU
No. 21747 4E P

WELSH, Floyd K.
Area Coordinator
SIU- Edwardsville
Box 1256
Edwardsville, IL 62026-1256
Phone: (618) 692-2900
No. 14045 4E P

WELTE, Susan
Vice President-Student Affairs
College of Notre Dame
Student Affairs Office
Belmont, CA 94002
Phone: (415) 593-1601
No. 2020 6 V

WENDT, Thomas J.
Dir of Student & Emp Spprt Svs
St. Mary's University
1 Camino Santa Marie Box 83
San Antonio, TX 78228-8583
Phone: (210) 436-3714
Fax: (210) 436-3300
E-mail: TOMW@STMARYTX
No. 15012 3 P

WENGIRT-PETTID, Catherine M.
3702 Jackson Street
Omaha, NE 68105
Phone: (402) 341-7810
No. 21980 4W S

WENTWORTH, Cathi
Coord.-SRO Dissemination Grant
Texas Christian University
P. O. Box 32902
Ft. Worth, TX 76129
Phone: (817) 921-7100
No. 19819 3 P

WERNER, Stefanie Joy
35 Mayflower Lane
East Setauket, NY 11733
Phone: (516) 474-3523
No. 19955 2 S

WERNIG, Stephanie R.
Assoc. VP for Student Services
Creighton University
2400 California Street
Omaha, NE 68178-0053
Phone: (402) 280-2717
Fax: (402) 280-3450
No. 10631 4W P

WERRING, Chuck
Director of Housing
Kansas State University
104 Pittman Building
Manhattan, KS 66506-4601
Phone: (913) 532-6453
No. 7688 4W P

WERTZ, Richard D.
Vice President-Business Affair
University of South Carolina
108 Osborne Building
Columbia, SC 29208
Phone: (803) 777-8130
No. 641 3 P

WEST, Annette M.
Residence Life Area Coord.
Saint Francis College
P.O. Box 51
Loretto, PA 15940
Phone: (814) 472-3322
No. 18323 2 P

WEST, James B.
Coordinator of Admissions
University of Hawaii at Hilo
200 West Kawili Street
Hilo, HI 96720-4091
Phone: (808) 933-3414
Fax: (808) 933-3691
E-mail: jbwest@UHUNV.HAWAII.EDU
No. 20459 6 P

WEST, Kim D.
Director of Residence Life
California Institute of Tech
Caltech 115-51
Pasadena, CA 91125
Phone: (818) 395-6194
E-mail: Kim_West@Starbasel.caltech.edu
No. 4733 6 P

WEST, Shirley A.
Counseling Chairperson
Grand Rapids Gommunity College
143 Bostwick NE
Grand Rapids, MI 49506
Phone: (616) 771-4130
No. 20181 4E P

WEST, Susan
Assistant Dean of Students
University of Kentucky
575 Patterson Office Tower
Lexington, KY 40506-0027
Phone: (606) 257-3151
No. 13058 3 P

WEST, Teresa
Assoc. Dean of Students
DeVry Institute of Technology
1350 Alum Creek Drive
Columbus, OH 43209
Phone: (614) 253-7291
No. 6582 4E A

WEST, JR., John Mallory
RHA Advisor
Eastern New Mexico University
Station #39
Portales, NM 88130
Phone: (505) 562-2631
Fax: (505) 562-2173
No. 21595 4W S

WESTBROOK, Jerry
Director Career Placement Svcs
University of Chicago
5706 University Ave Rm 200
Chicago, IL 60637
Phone: (312) 702-7044
No. 10459 4E A

WESTBROOKS, Sandra
Asst. Provost/Dean of Stu Dev
Chicago State University
9501 S. King Drive
Chicago, IL 60628
Phone: (312) 995-2448
No. 21686 4E A

WESTERHAUS, David
Director Student Activities
Milwaukee School Engineering
1025 N. Broadway
Milwaukee, WI 53202-3109
Phone: (414) 277-7228
No. 21121 4E P

WESTFALL, Sarah B.
Indiana University
1015 Grant St
Ellettsville, IN 47429
Phone: (812) 855-7799
No. 10998 4E S

WETHERELL, W. J.
Associate Director
University of Central Florida
P.O. Box 2811
Daytona Beach, FL 32120
Phone: (904) 255-7423
No. 12360 3 P

WETZEL, John
Director of Housing
Cal State Univ-Fresno
5152 N. Barton Ave.
Fresno, CA 93740-0082
Phone: (209) 278-2345
Fax: (209) 278-5020
No. 12178 6 P

WHALEN, Thomas R.
Residence Hall Manager
New York University
25 Union Square W #3
New York, NY 10003-3317
Phone: (212) 691-2376
No. 19247 2 P

WHEELER, Durene I.
Resident Director
University of Illinois-Urbana
129 Sanders Hall
Urbana, IL 61801
Phone: (217) 333-2950
No. 19230 4E P

WHEELER, Wendy Neifeld
Assistant Dean Res Life
College of Saint Rose
463 Middle Road
Delanson, NY 12053
Phone: (518) 454-5295
Fax: (518) 458-5428
E-mail: WHEELERW@ROSNET.STROSE.EDU
No. 20403 2 P

WHIPPLE, Edward G.
VP Student Affairs
Bowling Green State University
305 Student Services
Bowling Green, OH 43403
Phone: (406) 657-2307
Fax: (406) 657-2299
No. 1372 4E V

WHISTON, Meg
Associate Director
Cornell Univ. - Campus Life
Community Development, RPCC
Ithaca, NY 14853
Phone: (607) 255-5533
Fax: (607) 255-2192
No. 21606 2 A

WHISTON-DEAN, Elizabeth
Director of Community Services
Mary Washington College
COAR Campus Center
Fredericksburg, VA 22401-5358
Phone: (703) 899-4821
No. 15070 3 P

WHITAKER, Salli Preston
1617 Callaway Drive
Plano, TX 75075
Phone: (214) 424-4626
No. 21596 3 S

WHITCOMB, Muriel
Dean of Students
Mills College
5000 McArthur Blvd
Oakland, CA 94613
Phone: (415) 430-2130
No. 2393 6 V

WHITE, Bette C.
Dean of Students
Eastern Michigan University
E.M.U. 205 Goodison Hall
Ypsilanti, MI 48197
Phone: (313) 487-3118
No. 15699 4E P

WHITE, Deborah
Asst.Dir.-Student Activities
East Tennessee State Univ
Box 70618
Johnson City, TN 37614-0618
Phone: (615) 929-5675
Fax: (615) 929-6825
No. 8621 3 P

WHITE, Elizabeth
Asst. to Director
SUNY Buffalo Stu. Health Ctr.
217 Michael Hall
Buffalo, NY 14214-3077
Phone: (716) 829-3316
Fax: (716) 829-2579
E-mail: lizwhite@ubvm.cc.buffalo.edu
No. 19522 2 P

WHITE, Gail L.
P.O. Box 231 Collins LLC
Bloomington, IN 47406
Phone: (812) 857-9646
No. 20994 4E S

WHITE, K. Dewayne
Assignments & Billing Coord.
Tulane University
MR Box 1757 - 31 McAlister Dr.
New Orleans, LA 70118-5555
Phone: (504) 865-5724
Fax: (504) 862-8944
E-mail: KDW1@MAILHOST.TCS.TULANE.EDU
No. 17440 3 P

WHITE, Kenneth L.
Director of Student Housing
Morehead State University
306 Howell-McDowell Admin Bldg
Morehead, KY 40351
Phone: (606) 783-2060
No. 1859 3 P

WHITE, Lori S.
Graduate Student
Stanford University
704 Campus Drive #16H
Stanford, CA 94305
Phone: (415) 497-1377
E-mail: lswhite@leland.stanford.edu
No. 5675 6 S

WHITE, Lynn A.
Student Activities Coordinator
Wheaton College
Balfour Hood Center
Norton, MA 02766
Phone: (508) 285-8222
Fax: (508) 285-8270
No. 17893 1 P

WHITE, Tamiko
301 S. Jefferson Apt. A
Stillwater, OK 74074
Phone: (405) 377-5540
No. 20730 4W S

WHITE, Vaugh P.
Coordinator for Minority Prog
Salisbury State University
242-C Guerrieri Univ Center
Salisbury, MD 21801
Phone: (410) 548-4503
No. 17232 2 P

WHITE, Vernon
Program Advisor
University of Chicago
1212 S. 59th Street
Chicago, IL 60637
Phone: (812) 702-9559
No. 14244 4E A

WHITEHEAD, James E.
Dean of Students
Loyola University of Chicago
2160 S.First Ave., Bldg.125-W
Maywood, IL 60153
Phone: (708) 215-3650
No. 10074 4E P

WHITELY, Patricia A.
Director - Student Life
Univ. of Miami/P.O. Box 249116
1211 Dickinson Drive
Coral Gables, FL 33146
Phone: (305) 284-5944
Fax: (305) 284-5987
No. 2772 3 P

WHITEMAN, Elizabeth A.
147 W 12th Ave
Columbus, OH 43210-1301
Phone: (614) 292-7965
No. 17975 4E A

WHITLOCK, Sonja V.
So. IL Univ. at Edwardsville
412-2D Tower Lake Apartments
Edwardsville, IL 62025
No. 20535 4E H

WHITMIRE, Ethelene
Assistant Dean
Rutgers Coll./Off. of Acad Svs
Milledoler Hall 103
New Brunswick, NJ 08903
Phone: (908) 932-7731
Fax: (908) 932-9009
E-mail: 4730008@rutadmin.rutgers.edu
No. 21721 2 P

WHITNER, Phillip A.
Coord- Special Prgms/Counselor
University of Toledo
Counseling Ctr 2801 W Bancroft
Toledo, OH 43606
Phone: (419) 537-2426
No. 14002 4E P

WHITNEY, Joan G.
Director
Villanova University
Counseling Center
Villanova, PA 19085
Phone: (215) 645-4050
No. 4946 2 P

WHITNEY, Karen M.
Asst VP for Student Life
University of Texas
6900 N. Loop 1604 West
San Antonio, TX 78249
Phone: (210) 691-4720
No. 18142 3 P

WHITT, Elizabeth J.
Assistant Professor Higher Ed.
Iowa State University
N243 Lagomarcino Hall
Ames, IA 50011
Phone: (515) 294-9550
No. 7457 4E P

WHITTET, Candace
Asst.Dir.-Student Development
Univ of Missouri-Columbia
106 Rothwell
Columbia, MO 65211
Phone: (314) 882-2066
No. 9748 4W P

WICKLAND, Arlinda Ardister
Associate Dean of Students
Middlebury College
Old Chapel, 2nd Floor
Middlebury, VT 05753
Phone: (802) 388-3711
No. 19312 1 A

WIDMAR, Gary
Vice Chancellor-Student Affair
Univ of Missouri-Kansas City
5100 Rockhill Road
Kansas City, MO 64110
Phone: (816) 235-1141
Fax: (816) 235-5189
No. 889 4W V

WIDOFF, Janet
Coordinator Student Activities
Pennsylvania State University
777 W. Harrisburg Pike
Middletown, PA 17057
Phone: (717) 948-6273
No. 19986 2 P

WIEDENBECK, Ann L.
Resident Dir & Spec Prgr Couns
SUNY College at Geneseo
1 College Circle
Geneseo, NY 14454
Phone: (716) 245-5775
No. 18855 2 A

WIERSEMA, Deede
Complex Director
Texas Tech University
Box 41141
Lubbock, TX 79409
Phone: (806) 742-2612
No. 21009 3 P

WIGGINS, Carol A.
Vice President-Student Affairs
University of Connecticut
U 121 / 352 Mansfield Rd
Storrs, CT 06269-2121
Phone: (203) 486-2265
No. 2513 1 V

WIGGINS, Janice
Senior Associate Director
Indiana University
625 N. Jordan
Bloomington, IN 47405
Phone: (812) 855-6178
E-mail: WIGGINSJ@USC.INDIANA.EDU
No. 8497 4E P

WILCOX, Lee
Vice President
Montclair State College
Student Devlp. & Campus Life
Upper Montclair, NJ 07043
Phone: (201) 893-4311
No. 2398 2 V

WILCZYNSKI, Robert
Resident Director
University of Illinois
1001 W. College
Urbana, IL 61801
Phone: (217) 333-0840
No. 17418 4E P

WILDER, Jennifer A.
Asst Dir Housing & Res Life
Southern Methodist University
P.O. Box 750215
Dallas, TX 75275-0215
Phone: (214) 768-2221
No. 6349 3 P

WILDER, Jerry R.
Vice President-Student Affairs
Western Kentucky University
103 Van Meter Hall
Bowling Green, KY 42101
Phone: (502) 745-5429
No. 1882 3 V

WILDER, Joyce S.
Associate Professor-Psych
Western Kentucky University
Tate Page Hall
Bowling Green, KY 42102
Phone: (502) 745-2315
No. 21140 3 P

WILES, Leon E.
Associate Chancellor
University of South Carolina
Student Affairs
Spartanburg, SC 29303
Phone: (803) 599-2107
No. 1949 3 A

WILEY, Heather Rhue
610 Collicello Street
Harrisonburg, VA 22801
Phone: (703) 433-8449
No. 20880 3 S

WILGAR, James W.T.
Associate Vice President
Wilfrid Laurier University
75 University Ave. West
Ont. Canada Waterloo N2L 3C5
Phone: (519) 884-1970
No. 14291 4E A

WILGERS, Christopher
Asst. Dir., Career Services
University of Northern Colorado
Kepner Hall Room 0010
Greeley, CO 80639
Phone: (303) 351-2127
No. 20207 4W P

WILKES, Clarence
Acting Dean of Student Affairs
CUNY Lehman College
250 Bedford Park Blvd West
Bronx, NY 10468-1589
Phone: (212) 960-8241
No. 2362 2 V

WILKINSON, Christine K.
VP for Student Affairs
Arizona State University
Academic Srvcs Bldg Rm 201
Tempe, AZ 85287-2103
Phone: (602) 965-7293
No. 1934 6 V

WILKINSON, Dave
33 Washington Sq W #1024
New York, NY 10011-9154
Phone: (212) 998-4997
No. 19674 2 S

WILLARD, Judith A.
Vice President Stu Advise Srvc
Niagara University
Niagara University, NY 14109
Phone: (716) 286-8680
No. 18537 2 P

WILLEN, Jennifer
Dir, Commuter Student Affairs
University of Miami
1306 Stanford Drive
Coral Gables, FL 33124-6923
Phone: (305) 284-6399
Fax: (305) 284-5987
E-mail: JWILLEN@UMIAMIVM
No. 12758 3 P

WILLER, Patricia P.
Dir International Programs
University of South Carolina
Suite 100, James F. Byrnes Bld
Columbia, SC 29208
Phone: (803) 777-7461
No. 9319 3 P

WILLETT, Lynette H.
Vice Pres, Student Affairs
Bridgewater State College
Bridgewater, MA 02325
Phone: (508) 697-1276
No. 15384 1 V

WILLIAMS, Brad A.
Dir. of Student Life
Nova Southeastern University
3301 College Avenue
Ft. Lauderdale, FL 33314
Phone: (305) 452-1400
Fax: (305) 452-1556
No. 21701 3 A

WILLIAMS, Brockton
Assistant Dean
Vanderbilt University
P.O.Box 1677-B
Nashville, TN 37235
Phone: (615) 322-2591
No. 7974 3 P

WILLIAMS, Damon A.
512 S. Main Street
Oxford, OH 45056-2310
No. 20561 4E H

WILLIAMS, Daniel
Area Assistant
Univ. of Maine-E/W Campus Off.
5734 Hilltop Commons
Orono, ME 04469-5734
Phone: (207) 581-4801
E-mail: DanielW@Maine.Maine.Edu
No. 17287 1 S

WILLIAMS II, David
VP Student Affairs Admin
Ohio State University
201 Ohio Union, 1739 N. High
Columbus, OH 43210-1392
Phone: (614) 292-9334
No. 1150 4E V

WILLIAMS, David W.
Vice President Academic Affairs
Metropolitan State College
Box 48 PO Box 123362
Denver, CO 80217-3362
Phone: (303) 556-3040
No. 16907 4W P

WILLIAMS, Dawn L.
Research Associate
Teachers Coll./Columbia Univ.
1230 Amsterdam Avenue #606
New York, NY 10027
Phone: (212) 678-3986
Fax: (212) 678-3986
No. 21453 2 P

WILLIAMS, Diane L.
Assistant Dean Student Affairs
Univ of Cincinnati Coll of Med
231 Bethesda Ave ML
Cincinnati, OH 45267-0552
Phone: (513) 558-7212
Fax: (513) 558-1165
No. 18199 4E P

WILLIAMS, Ebony Nicole
So. IL Univ. at Edwardsville
511-2B Tower Lake Apartments
Edwardsville, IL 62025
No. 20562 4E H

WILLIAMS, Edward
111 E. 50th Street Unit B
Kansas City, MO 64112
Phone: (816) 756-3676
No. 21013 4W S

WILLIAMS, Elizabeth A.
Research Associate
University of Massachusetts
229 Whitmore, SARIS
Amherst, MA 01003
Phone: (413) 545-1390
No. 18051 1 S

WILLIAMS, Gail V.
Complex Director
Western Kentucky University
1526 Russellville Rd./Box 8156
Bowling Green, KY 42101
Phone: (502) 745-4171
No. 21518 3 S

WILLIAMS, Gloria
Coord. Special Services
The Univ. of Texas at Dallas
SU 22 Box 830688
Richardson, TX 75083
Phone: (214) 690-2070
Fax: (214) 690-2112
No. 21668 3 P

WILLIAMS, Gordon
Professor & Acting Director
Michigan State University
207 Student Services Bldg
East Lansing, MI 48824-1113
Phone: (517) 855-8273
No. 18898 4E P

WILLIAMS, James E.
Area Coordinator
University of Nebraska-Kearney
176 Mantor Hall
Kearney, NE 68849
Phone: (308) 234-8519
Fax: (308) 234-8157
E-mail: williamsj@platte.unk.edu
No. 20947 4W P

WILLIAMS, Jennifer
Director of Student Life
Educational Housing Services
353 West 57th Street
New York, NY 10019
No. 14316 2 S

WILLIAMS, Katherine
Associate Director Res. Life
Boston University
985 Commonwealth Ave #123
Boston, MA 02215
Phone: (617) 353-4380
Fax: (617) 353-5136
E-mail: kitw@bu.edu
No. 11244 1 P

WILLIAMS, LaJuana K.
Program Coordinator
Northern Illinois University
1204 Kings Circle #13
West Chicago, IL 60185
Phone: (815) 753-1431
No. 14525 4E P

WILLIAMS, Larry
Vice Provost
Oklahoma St Univ-Okmulgee
1801 E. 4th
Okmulgee, OK 74447
Phone: (918) 756-6211
No. 9645 4W V

WILLIAMS, Latonia
Box 22234/1400 Washington Ave.
Albany, NY 12222
Phone: (518) 442-5938
No. 21987 2 S

WILLIAMS, Lee
Director, Campus Programs
Albion College
Albion, MI 49224
No. 10451 4E P

WILLIAMS, Marian
NPC Delegate
Kappa Kappa Gamma
2821 Alcazar Rd NE
Albuquerque, NM 87110
Phone: (505) 884-4393
Fax: (505) 884-0190
No. 9202 4W SMN

WILLIAMS, Mark A.
Executive Director
Psi Upsilon Fraternity
10293 No. Meridian St. Ste.275
Indianapolis, IN 46290
Phone: (317) 571-1833
Fax: (317) 844-5170
No. 19743 4E SMN

WILLIAMS, Robert R.
Dir.-Admissions & Student Svcs
University of Florida
134 Bryan Hall
Gainesville, FL 32611-2017
Phone: (904) 392-7992
Fax: (904) 392-8791
E-mail: Williarr@Dale.cba.ufl.edu
No. 21485 3 P

WILLIAMS, Ruth
Exec. Dir. Human Resources
Atlantic Community College
5100 Black Horse Pike
Mays Landing, NJ 08330
Phone: (609) 343-4904
Fax: (609) 343-4917
No. 21447 2 P

WILLIAMS, Sandy E.
705 Lake Point Pl
Stone Mountain, GA 30088-4507
Phone: (404) 217-9404
No. 21190 3 A

WILLIAMS, Shirley
Assistant Dean of Students
University of New England
11 Hills Beach Road
Biddeford, ME 04005
Phone: (207) 283-0171
No. 12461 1 P

WILLIAMS, T.R.
Vice-Principal (Operations)
Queen's University
Rm 243, Richardson Hall
Kingston, Ontario K7L 3N6
Phone: (613) 545-2211
Fax: (613) 545-6263
E-mail: netnorth:trwe at qucdn
No. 12719 4E A

WILLIAMS, Terry
Associate Professor
Loyola University of Chicago
820 N Michigan Avenue
Chicago, IL 60611
Phone: (312) 915-6003
No. 1343 4E P

WILLIAMS, Trevor
Associate Dean Student Affairs
Stevens Institute of Tech
Castle Point on the Hudson
Hoboken, NJ 07030
Phone: (201) 216-5204
No. 21142 2 P

WILLIAMS, Trey
Acting Vice Pres, Student Affairs
Bradford College
South Main Street
Bradford, MA 01835
Phone: (508) 372-7161
No. 5578 1 V

WILLIAMS, JR., Bobby G.
Director, Residence Life
Lamar University
P.O. Box 10041
Beaumont, TX 77710
Phone: (409) 880-8111
No. 21410 3 P

WILLIAMS-ROBERTS, Deborah
Dir. of Counseling Services
GMI Engineering & Mgmt. Inst.
1700 W. Third Avenue
Flint, MI 48504-4898
Phone: (313) 762-9873
Fax: (810) 762-7492
No. 21492 4E P

WILLIAMSON, Adele R.
Past Chairman
Center-Study of College Frat.
920 North Foster Drive
Baton Rouge, LA 70806
Phone: (504) 928-1818
No. 8181 3 A

WILLIAMSON, Carol
Dean of Students
Salisbury State University
Camden Ave., UC 212
Salisbury, MD 21801
Phone: (410) 543-6080
E-mail: D3PCCXW@SAA
No. 2191 2 V

WILLIAMSON, Gerald W.
VP for Student Affairs
East Central University
Box Y-3
Ada, OK 74820
Phone: (405) 332-8000
Fax: (405) 332-1623
No. 14103 4W V

WILLIAMSON, Mary Lynn
VP for Student Services
Henderson State University
P.O. Box 7632
Arkadelphia, AR 71999-0001
Phone: (501) 246-5511
No. 15078 4W V

WILLIAMSON, T. Lynn
Administrator Personnel Policy
University of Kentucky
8 Administration Bldg
Lexington, KY 40506-0409
Phone: (606) 257-8927
No. 948 3 P

WILLINGER, Wanita
Counseling Psychologist
University of Hawaii-Manoa
Center Student Development
Honolulu, HI 96822
Phone: (808) 956-7927
No. 16045 6 P

WILLIS, Carol O.
Associate Dean of Students
Berry College
117 Berry College
Mt. Berry, GA 30149
Phone: (706) 236-2207
No. 8335 3 P

WILLIS, Don
Asst Dean Student Activities
Missouri Western State College
4525 Downs Drive
St. Joseph, MO 64507
Phone: (816) 271-4220
No. 12687 4W P

WILLIS, Mary Beth
Associate Director
SUNY Binghamton
Off Campus College
Binghamton, NY 13901
Phone: (607) 777-2767
No. 4728 2 P

WILLIS, Melinda
Director of Student Activities
Bethel College
212 Cherry Street
McKenzie, TN 38201
Phone: (901) 352-1064
Fax: (901) 352-1008
No. 13081 3 V

WILLITS, Sharon M.
727 Crestwood Drive #10
Manhattan, KS 66502
Phone: (913) 532-6571
No. 21468 4W S

WILLOUGHBY III, G. Case
Resident Director
The American University
4400 Mass. Ave-Ofc of Res Life
Washington, DC 20016
Phone: (202) 885-1438
No. 19670 2 P

WILLS, Penelope H.
Dean, Student Development
Portland Community College
P.O. Box 19000
Portland, OR 97219-0990
Phone: (503) 244-6111
Fax: (503) 240-5370
E-mail: pwills@cc.pcc.edu
No. 2418 5 V

WILLS, Wendy J.
Dir Student Activities
Navarro College
3200 West 7th Ave
Corsicana, TX 75110
Phone: (903) 874-6501
Fax: (903) 874-4636
No. 16887 3 P

WILMORE, Larry R.
Dir. Advising Couns. & Testing
Lamar University - Orange
410 Front Street
Orange, TX 77630
Phone: (409) 882-3395
No. 21886 3 P

WILMOT, Jodi
Graduate Student
University of Florida
520 Timbercrest Lane
Orange Park, FL 32073
Phone: (904) 269-3749
No. 17039 3 S

WILMS, Amy
Assoc. Dir. of Career Services
University of Redlands
1601 Barton Rd. #4105
Redlands, CA 92373
Phone: (909) 335-4069
No. 15303 6 P

WILSON, Christine M.
Asst. Dir. of Residence Life
SUNY - New Paltz
Residence Life
New Paltz, NY 12561-2499
Phone: (914) 257-4444
No. 11771 2 P

WILSON, David P.
Director
Saint Francis College
103 Raymod Hall, Counseling Ct
Loretto, PA 15940
Phone: (814) 472-3211
No. 19433 2 P

WILSON, Dawn E.
Area Coordinator
University of Cincinnati
Dabney Hall, Mail Location #45
Cincinnati, OH 45221
Phone: (513) 556-6476
Fax: (513) 861-6816
No. 9927 4E P

WILSON, Erie
Vice President Student Srvcs
Lake City Community College
Rt. 3, Box 7
Lake City, FL 32055
Phone: (904) 752-1822
No. 10514 3 V

WILSON, Heather
Dean of Students
Mary Baldwin College
Dean of Students Office
Staunton, VA 24401
Phone: (703) 887-7028
No. 6415 3 A

WILSON, Jack T.
Associate VP-Student Affairs
Oakland University
Student Life Office
Rochester, MI 48309-4401
Phone: (810) 370-3352
Fax: (810) 370-4250
No. 6204 4E P

WILSON, Jane A.
Dir Student Counseling Svcs
Oakton Community College
1600 E. Golf Road
Des Plaines, IL 60016
Phone: (708) 635-1745
No. 17845 4E P

WILSON, Linda L.
Director Multicultural Center
University of Louisville
Red Barn
Louisville, KY 40292
Phone: (502) 852-8867
No. 11979 3 P

WILSON, Lynne
436 Grand Blvd
Boone, NC 28607
Phone: (704) 264-2892
No. 17737 3 A

WILSON, Malcolm T.
Dean of Student Services
Penn Valley Community College
3201 SW Traffic Way
Kansas City, MO 64111
Phone: (816) 932-7617
No. 11271 4W A

WILSON, Marian V.
Doctoral Student
Pennsylvania State University
622 Campbell Street
Williamsport, PA 17701
Phone: (717) 326-0044
No. 18385 2 S

WILSON, Patricia M.
Director, Health Carrer Ctr
University of Nevada-Reno
136 Dept of Health Services
Reno, NV 89557-0134
Phone: (702) 784-4930
No. 20415 5 P

WILSON, Ron
Asst Dean Student Development
Kentucky Wesleyan College
PO Box 1039
Owensboro, KY 42302-1039
Phone: (502) 926-3111
No. 14196 3 P

WILSON, Roselle L.
VP for Student Affairs
Rutgers University
Graduate School-25 Bishop Pl.
New Brunswick, NJ 08903
Phone: (908) 932-7737
Fax: (908) 932-7407
E-mail: bender@zodiac.rutgers.edu
No. 2215 2 V

WILSON, S. Lavernn
Early Childhood Director
SIU at Edwardsville
1237 Gerber Road
Edwardsville, IL 62025
Phone: (618) 692-2556
No. 9558 4E P

WILSON, Shirley
203 Brae Burn
Eugene, OR 97405
Phone: (503) 686-2407
Fax: (503) 686-5811
No. 662 5 P

WILSON, Sycora A.
901 E. Alosta Avenue
Azusa, CA 91702-7000
Phone: (818) 969-3434
No. 21513 6 S

WILSON, William R.
Advisor-Grad. Asst.
Texas A&M Univ/Stu Progr Off
Memorial Student Ctr Box J-1
College Station, TX 77844-9081
Phone: (409) 845-1514
No. 20860 3 S

WILSON JR., Henry
Associate Professor
Baruch College, C.U.N.Y.
G.P.O. Box 1098
New York, NY 10116
Phone: (212) 387-1690
No. 20757 2 P

WILTGEN, James
Assistant Hall Director
Arizona State University
725 E. Adelphi
Tempe, AZ 85281-6800
Phone: (602) 965-9300
E-mail: ICJNW@ASUVM.INRE.ASU.EDU
No. 21826 6 P

WIMBERLY, Louretta C.
VP of Student Affairs
Selma University
1501 Lapsley Street
Selma, AL 36701
Phone: (205) 872-9985
Fax: (205) 872-7746
No. 21754 3 A

WIMS, James
Exec. Dir. of Stu. & Res. Life
Lincoln University
116 Thompkin Center
Jefferson City, MO 65102
Phone: (314) 681-5478
No. 21038 4W P

WINBUSH, Calvin L.
Cultural Diversity
Winona State University
122 Kryzsko Commons Box 5838
Winona, MN 55987-5838
Phone: (507) 457-5595
No. 14241 4E P

WINCOWSKI, Joel R.
Dean, Admissions
St. Lawrence University
Canton, NY 13617
Phone: (315) 379-5261
Fax: (315) 379-5818
No. 17261 2 P

WINDLE, Linda M.
Asst Dean Campus Life
Stetson University
Campus Box 8427
Deland, FL 32720-3757
Phone: (904) 822-7200
Fax: (904) 822-7221
No. 10932 3 P

WINDOLPH, Robert
Associate Dean of Students
Moravian College
Main Street
Bethlehem, PA 18018
No. 4454 2 P

WING, Becky L.
Resident Director
Merrimack College
315 Turnpike Street Box 982
North Andover, MA 01845
Phone: (508) 837-5500
No. 21929 1 P

WINGARD, Julia B.
Director of Conferences
University of Dayton
300 College Park
Dayton, OH 45469-0950
Phone: (513) 229-3317
No. 20490 4E P

WINKELMANN, John
Associate Dean of Students
Beloit College
700 College St. Box 171
Beloit, WI 53511
Phone: (608) 363-2350
E-mail: WINKELJ@BELOIT.EDU
No. 18174 4E P

WINNIFORD, Jan
Asst VP for Student Services
Texas A&M University
Office of the VP -Student Svcs
College Station, TX 77843-1256
Phone: (409) 845-4728
E-mail: K162JW.TAMVM1.TAMU.EDU
No. 515 3 P

WINSTON, Krishna R.
Acting Dean of the College
Wesleyan University
Dean's Office
Middletown, CT 06459-6029
Phone: (203) 347-9411
No. 577 1 V

WINSTON, Roger
Professor
University of Georgia
402 Aderhold Hall
Athens, GA 30602
Phone: (706) 542-1812
E-mail: RWINSTON @ UGA
No. 4136 3 P

WINSTON, JR., Robert W.
Box 535
Lillington, NC 27546
No. 9574 3 S

WISE, Janet M.
Asst Director Student Life
Drake University
Student Life Center
Des Moines, IA 50311
Phone: (515) 271-4117
Fax: (515) 271-4110
E-mail: jmw@admin.drake.edu
No. 11075 4E P

WISE, Tammy J.
Dir, Drug Educ & Prevent Progs
Univ of Southern Mississippi
Box 10031
Hattiesburg, MS 39406-0031
Phone: (601) 261-1300
No. 18541 3 P

WISE, Tim
Vice President Student Affairs
Clarkson College
101 S. 42nd St
Omaha, NE 68131-2739
Phone: (402) 552-2941
No. 11575 4W V

WISEMAN, Michael D.
Asst. Dir. of Greek Affairs
Univ of Massachusetts-Amherst
PO Box 292
Amherst, MA 01004-0292
Phone: (413) 545-2711
Fax: (413) 545-3205
E-mail: m.wiseman@dpc.umassp.edu
No. 10928 1 P

WISNER, Ron
Dean for Student Life
U of Colorado-Colo. Springs
P.O. Box 7150
Colorado Springs, CO 80933 7150
Phone: (719) 593-3264
No. 1690 4W V

WISNIEWSKI, Leo J.
VP for Student Development
Waynesburg College
51 W. College St
Waynesburg, PA 15370
Phone: (412) 852-3271
No. 17552 2 A

WITHERSPOON, Roger
Vice President-Student Develp.
CUNY John Jay College
445 West 59th St RM 3124N
New York City, NY 10019
Phone: (212) 237-8100
No. 16070 2 A

WITHROW, Cherie S.
Director-Residential Life
Rhode Island College
600 Mt Pleasant Ave
Providence, RI 02908
Phone: (401) 456-8240
No. 6110 1 P

WITT, Carmen
Dean of Students
Univ of Wisconsin-Milwaukee
PO Box 413
Milwaukee, WI 53201
Phone: (414) 229-4577
Fax: (414) 229-5347
E-mail: CARMEN.WITT@MAIL.OS.UWM.EDU
No. 4918 4E P

WOHLERS, William
Vice President Student Svcs
Southern College
PO Box 370
Collegedale, TN 37315
Phone: (615) 238-2813
No. 12607 3 A

WOHLFARTH, Julie K.
Residence Hall Director
Northern Illinois University
101 Gilbert Hall
Dekalb, IL 60115
Phone: (815) 753-1719
No. 15204 4E S

WOLANSKY, Paul J.
Acting Dir Student Activities
Quinnipiac College
Box 291 Mt. Carmel Ave.
Hamden, CT 06518
Phone: (203) 281-8673
No. 15275 1 P

WOLBACH, Dennis
Assistant Dean/Director
Assumption College
500 Salisbury St
Worcester, MA 01615
Phone: (508) 752-5615
No. 17289 1 P

WOLF, Kristin
Hall Director
Oklahoma State University
Willham Residence Hall
Stillwater, OK 74078
Phone: (405) 744-5626
No. 18671 4W S

WOLF, Patricia R.
Vice President-Student Affairs
New Mexico State University
Box 30001 Dept. 3923
Las Cruces, NM 88003-0001
Phone: (505) 646-1722
No. 457 4W V

WOLFE, Rennie L.
Dean of Student Services
Thomas Nelson Commun College
PO Box 9407
Hampton, VA 23670
Phone: (804) 825-2859
No. 10551 3 V

WOLFORD, Gail
VP for Labor & Student Life
Berea College
CPO 2308
Berea, KY 40404
Phone: (606) 986-9341
No. 18151 3 P

WOLK, Peter
Weinberg & Jacobs
11300 Rockville Pike, Ste 1200
Rockville, MD 20852
No. 20305 2 H

WOLNICK, Ann L.
Asst. Dir. of Student Programs
University of Arizona
Student Union 101
Tucson, AZ 85721
Phone: (602) 621-7597
No. 20931 6 P

WOLPIN, Kenneth J.
Academic Advisor
Montclair State College
Upper Montclair, NJ 07043
Phone: (201) 655-4153
No. 19424 2 P

WONG, Pamela G.
Complex Director
SUNY College at New Paltz
Bevier Hall
New Paltz, NY 12561
Phone: (914) 257-5543
No. 19297 2 P

WOOD, Alicia
50 Presidential Plz. 1912
Syracuse, NY 13202
Phone: (802) 656-3848
E-mail: amwood@suadmin
No. 19946 2 S

WOOD, Christopher
Residence Life Area Coord
St. Francis College
Office of Residence Life
Loretto, PA 15940-0600
Phone: (814) 472-3323
Fax: (814) 472-3356
No. 18976 2 P

WOOD, Debra Carlson
Vice President-Student Affairs
Coe College
1220 First Ave., NE
Cedar Rapids, IA 52402
Phone: (319) 399-8843
No. 560 4E V

WOOD, Douglas
102 Virginia Street
Olean, NY 14760
No. 20056 2 P

WOOD, Ervin
Vice President-Student Service
Livingston University
Station #4
Livingston, AL 35470
Phone: (205) 652-9661
No. 7733 3 V

WOOD, Jerry E.
Dean of Chapel/Asst Dean Stu
West Virginia Wesleyan College
59 College Avenue
Buckhannon, WV 26201
Phone: (604) 473-8007
No. 19408 2 P

WOOD, Phaizon B.
Dir, Multicultural Student Affairs
University of San Francisco
2130 Fulton St. Gillson LL
San Francisco, CA 94117-1080
Phone: (415) 666-2593
No. 15201 6 P

WOOD, Stayton A.
Dean of Students
Albright College
PO Box 15234
Reading, PA 19612-5234
Phone: (215) 921-7611
No. 18886 2 A

WOODARD, Charles
Vice President-Student Affairs
Kutztown University
Student Affairs Office
Kutztown, PA 19530
Phone: (215) 683-4020
No. 2210 2 V

WOODARD, Doug
Professor of Higher Education
University of Arizona
Education Bldg, 327 A
Tucson, AZ 85721
Phone: (602) 621-7951
No. 18544 6 P

WOODARD, Jerry
Academic Advisor
Portland Community College
CA SC 115/ PO Box 19000
Portland, OR 97219
Phone: (503) 244-6111
No. 18784 5 P

WOODARD, Joel
Dean for Student Life
Bethany College
421 N. 1st St
Lindsborg, KS 67456
Phone: (913) 227-3311
No. 2047 4W V

WOODBROOKS, Catherine
Dean of Student Life
Connecticut College
270 Monegan Avenue
New London, CT 06320
Phone: (203) 439-2826
No. 1453 1 A

WOODCOCK, Penny
Asst. Coord. SRO Dissem. Grant
Texas Christian University
P.O. Box 32902
Fort Worth, TX 76129
Phone: (817) 921-7100
Fax: (817) 921-7633
No. 21713 3 P

WOODEN, Sherman
Director of Student Activities
University of Scranton
Gunster Building
Scranton, PA 18510-4655
Phone: (717) 941-7680
No. 15488 2 P

WOODMAN, William
Dean Of Student Affairs
Marian College
3200 Cold Spring Road
Indianapolis, IN 46222
Phone: (317) 929-0240
No. 1386 4E V

WOODRUFF, Tina
Director-Student Development
Rider University
2083 Lawrenceville Road
Lawrenceville, NJ 08648-3099
Phone: (609) 896-5374
No. 9349 2 P

WOODS, Harriett
Residence Coordinator
University of Cincinnati
Dabney Hall Mail Location #45
Cincinnati, OH 45221
Phone: (513) 556-6483
No. 18315 4E P

WOODS, Nancy
Director, Career Center
Whittier College
PO Box 634
Whittier, CA 90608
Phone: (310) 907-4230
No. 11421 6 P

WOODS, Robert E.
VP for Student Affairs
Utica College of Syracuse Univ
1600 Burrstone Road
Utica, NY 13502
Phone: (315) 792-3320
Fax: (315) 792-3292
No. 20577 2 V

WOODSON, Jo Ann
Director-Residence Life
University of Pittsburgh
3990 5th Avenue-Tower C
Pittsburgh, PA 15260
Phone: (412) 648-1201
No. 732 2 P

WOODWARD, Bascom
VP For Student Affairs
Jacksonville State University
North Pelham Road
Jacksonville, AL 36265
Phone: (205) 782-5005
No. 8276 3 V

WOODWARD, Kelly
407 Crest Road
Wilmington, DE 19803
Phone: (302) 456-9594
No. 20611 2 S

WOODWARD, William
Assistant Coordinator
Indiana University
Willkie South Co-op Suite
Bloomington, IN 47406
Phone: (812) 857-2663
No. 20508 4E S

WOODWARD-NAKATA, Anne
Washington State University
S.E. 813 Taylor
Pullman, WA 99163
Phone: (509) 332-2378
No. 5555 5 S

WOODY, Jaime J.
Dir. of Student Activities
Southwestern University
S.U. Box 6129
Georgetown, TX 78626
Phone: (512) 863-1345
Fax: (512) 863-5788
No. 21305 3 P

WOOLLEY, Keith L.
Coord Stud Act&Multi-Cult Prog
Saint Anselm College
100 Saint Anselm Drive, #1715
Manchester, NH 03102-1310
Phone: (603) 641-7363
Fax: (603) 641-7116
No. 20626 1 P

WOOTEN, Robert L.
Associate Dean of Students
Louisiana State University
122 Johnston Hall
Baton Rouge, LA 70803
Phone: (504) 388-4307
Fax: (504) 388-4820
No. 7309 3 P

WORDEN, Deborah
Women's Housing Director
California Baptist College
8432 Magnolia Avenue #1081
Riverside, CA 92504
Phone: (909) 689-5771
No. 21482 6 S

WORMINGTON, Nancy
Coord. of Service Learning
Avila College
11901 Wornall Road
Kansas City, MO 64145
Phone: (816) 942-8400
No. 21746 4W P

WORTHAM, Bryna E.
Senior Resident Director
Regis University
3333 Regis Boulevard SMB#300
Denver, CO 80221
Phone: (303) 964-5040
No. 19803 4W S

WORTHEN, Kevin D.
Asst. Dean of Students
Lafayette College
Student Residence
Easton, PA 18042-1798
Phone: (610) 250-5335
Fax: (610) 250-5560
E-mail: WK#2@Lafayacs.bitnet.edu
No. 15648 2 P

WOSSEL, Roger D.
Asst Director Career Services
Ball State University
Career Services- West Campus
Muncie, IN 47306
Phone: (317) 285-2430
E-mail: 00rdwossel@bsuvc.bsu.edu
No. 19851 4E P

WOTORSON, Michael S.
Campus Advocate for Students
Central Missouri State Univ.
222 Union
Warrensburg, MO 64093
Phone: (816) 543-4156
No. 20355 4W P

WRAY, Beth
Vice President Student Affairs
Northern State University
12th Avenue & South Jay Street
Aberdeen, SD 57401
Phone: (605) 622-2530
No. 1476 4W V

WRAY, Morris G.
Vice President/Internal Affairs
High Point University
University Station-Montlieu Av
High Point, NC 27262-3598
Phone: (919) 841-9022
No. 14748 3 A

WRIGHT, David L.
242 Carlton Ct.
Tallahassee, FL 32304-4133
Phone: (904) 575-0419
Fax: (904) 575-0419
No. 14273 3 S

WRIGHT, Eric W.
17600 Art Lane
Fisherville, KY 40023
Phone: (502) 254-7216
No. 20721 3 S

WRIGHT, Kris
Admissions Counselor
Azusa Pacific University
901 E. Alosta Avenue
Azusa, CA 91702-7000
Phone: (818) 815-3817
Fax: (818) 969-7180
No. 19648 6 S

WRIGHT, LaQuete L.
Coordinator
Southern Methodist University
Box 0355
Dallas, TX 75275-0355
Phone: (214) 768-4583
No. 20269 3 P

WU, Meng-Shya R.
University of Iowa
1603 Crosby Lane
Iowa City, IA 52240
Phone: (319) 335-5676
No. 11785 4E S

WULFF, Dana C.
9147 Lynwood Drive
Oak Lawn, IL 60453
Phone: (217) 581-6882
No. 20909 4E S

WYATT, Amy Prosser
1201 Carson Way #305
Greenwood, IN 46143
Phone: (317) 889-7883
No. 20786 4E S

WYCOSKY, Len
Counselor
Cal State Univ-Sacramento
6000 Jay Street, Ctr Rm 205
Sacramento, CA 95819
Phone: (916) 278-5983
No. 11558 6 P

WYGANT, Alice G.
Director
Univ of Texas Medical Branch
G 212 Ashbel Smith Bldg RT M18
Galveston, TX 77555-1318
Phone: (409) 772-1462
Fax: (409) 772-2255
E-mail: awygant@beach.utmb.edu
No. 19414 3 A

WYNDER, Bernard
Director Student Human Relat.
Frostburg State University
122 Hitchens Admin. Bldg
Frostburg, MD 21532-1099
Phone: (301) 689-4050
No. 21153 2 P

WYSS, Belinda L.
Coord Educ Student Services
Indiana University-East
2325 Chester Blvd
Richmond, IN 47374
Phone: (502) 588-6938
No. 10496 4E P

Y

YAMADA, Kerry
Interim VP of Student Affairs
Calif. Poly State Univ.-SLO
San Luis Obispo, CA 93407
Phone: (805) 756-1521
No. 1955 6 V

YAMAMOTO, Noreen
Employment Svs. Specialist
University of Hawaii - Manoa
2442 Campus Road
Honolulu, HI 96822
Phone: (808) 956-7007
Fax: (808) 956-5076
No. 21616 6 P

YAMPELL, Bernice
International Student Advisor
Ramapo College of New Jersey
505 Ramapo Valley Rd
Mahwah, NJ 07430
Phone: (908) 529-7593
No. 19980 2 P

YANG, Alan I.
Vice Chancellor Student Affair
University of Hawaii-Hilo
Office of Student Services
Hilo, HI 96720-4091
Phone: (808) 933-3334
Fax: (808) 933-3691
E-mail: alany@uhunix.uhcc.hawaii.edu
No. 18520 6 V

YARABECK, John M.
VP for Student Life
Thiel College
75 College Ave
Greeneville, PA 16125
Phone: (412) 589-2125
Fax: (412) 589-2021
No. 8729 2 A

YARBOROUGH, Robert
Director of Campus Life
Wheeling Jesuit College
316 Washington Avenue
Wheeling, WV 26003
Phone: (304) 243-2301
No. 19727 2 P

YARBROUGH, Boyd
Assoc. Dir. Residence Life
Frostburg State College
Resident Life Office
Frostburg, MD 21532
Phone: (301) 689-4121
Fax: (301) 689-7641
No. 8370 2 P

YARGER, Janet
Asst. Dir. of Residence Life
St. Louis University
303 S. Grand
St. Louis, MO 63103
Phone: (314) 658-3080
No. 16998 4W P

YARNELL, Allen
Asst. Vice Chancellor
UCLA - 1104 Murphy Hall
405 Hilgard Ave
Los Angeles, CA 90024-1626
Phone: (310) 825-3871
No. 832 6 V

YEATTS, Jerry L.
Asst Dir. Auxiliary Services
University of Cincinnati
Mail Location 015
Cincinnati, OH 45221-0015
Phone: (513) 556-2442
Fax: (513) 556-4178
E-mail: jerry.yeatts@uc.edu
No. 15888 4E P

YI, Kristina J.
33 Third Ave Apt 7P2
New York, NY 10003
Phone: (212) 979-5433
No. 18968 2 S

YINGLING, Jeff
Graduate Advisor
Michigan State University
Apt. B East Shaw Hall
East Lansing, MI 48825
Phone: (517) 355-8996
E-mail: YINGLING@STUDENT.MSU.EDU
No. 21568 4E S

YOON, Han Mi
Coord of Student Organizations
Northwestern University
1999 S. Campus Drive
Evanston, IL 60208
Phone: (708) 491-2350
Fax: (708) 491-4353
E-mail: HMY@NWU.EDU
No. 18427 4E P

YORK, Deborah D.
Dir. of Student Activities
Virginia Wesleyan College
Wesleyan Drive
Norfolk, VA 23502
Phone: (804) 455-3392
Fax: (804) 466-8526
No. 21602 3 P

YORKIS, Kathleen L.
Dean of Student Affairs
Bentley College
175 Forest Street
Waltham, MA 02154 4705
Phone: (617) 891-2161
No. 10016 1 P

YOST, Michael
Vice President-Student Life
Le Moyne College
Le Moyne Heights
Syracuse, NY 13214
Phone: (315) 445-4525
No. 1889 2 V

YOUNG, Benjamin F.
Vice President-Student Svcs
Lincoln Land Community College
Shepherd Rd
Springfield, IL 62794-9256
Phone: (217) 786-2212
Fax: (217) 786-2223
No. 11157 4E A

YOUNG, George
Vice President Student Affairs
Broward Community College
225 E Las Olas Blvd
Ft Lauderdale, FL 33301
Phone: (305) 761-7486
No. 1181 3 V

YOUNG, George
Coordinator Residence Life
Pennsylvania State University
835 Nelson Drive
Middletown, PA 17057
Phone: (717) 948-6269
No. 6848 2 P

YOUNG, JR., Harry C.
Dean of Student Affairs
Shepherd College
Student Affairs Office
Shepherdstown, WV 25443
Phone: (304) 876-2511
No. 2686 2 V

YOUNG, Jennifer
Coord., Student Organizations
Murray State University
Box 2722 University Station
Murray, KY 42071
Phone: (502) 762-6953
No. 20711 3 P

YOUNG, Karen Denise
Career Counselor
5158 P E. Ponce de Leon Avenue
Stone Mountain, GA 30083
Phone: (404) 322-9657
Fax: (404) 727-4899
No. 19141 3 P

YOUNG, Lawrence W.
Director
Pennsylvania State University
Paul Robeson Cultural Center
University Park, PA 16802
Phone: (814) 865-1779
No. 21148 2 P

YOUNG, Michael
Vice Chancellor-Student Affairs
U of California-Santa Barbara
5203 Cheadle Hall
Santa Barbara, CA 93106
Phone: (805) 961-3651
Fax: (805) 893-4445
E-mail: vcs1youn@ucsbvm.ucsb.edu
No. 710 6 V

YOUNG, Nancy D.
Assoc. Dir. Residential Life
Univ of Maryland-Baltimore Cty
105 Hillcrest
Baltimore, MD 21228
Phone: (410) 455-2591
No. 14479 2 P

YOUNG, Parker
Professor of Higher Education
University of Georgia
Candler Hall
Athens, GA 30602
Phone: (706) 542-3464
No. 4298 3 P

YOUNG, Pete
Asst. Dir. of Residence Life
Calif. Inst. of Technology
Cal Tech 115-51
Pasadena, CA 91125
Phone: (818) 395-6191
Fax: (818) 584-7161
E-mail: pete_young@starbasel.caltech.edu
No. 11928 6 P

YOUNG, Robert
VP and Dean of Students
Ripon College
PO Box 248
Ripon, WI 54971-0248
Phone: (414) 748-8111
No. 648 4E V

YOUNG, Robert B.
Professor
Ohio University
206 McCracken Hall
Athens, OH 45701
Phone: (614) 593-0847
No. 1529 4E P

YOUNG, Steven D.
110 Meadow Lane
Northampton, PA 18067
Phone: (610) 262-8723
Fax: (610) 683-4065
No. 20944 2 S

YOUNG, Steven M.
Asst Dir, Student Support Prgm
Pittsburg State University
1701 S. Broadway,134 Russ Hall
Pittsburg, KS 66762
Phone: (316) 235-4260
No. 21219 4W P

YOUNG JR., Thomas C.
Vice Pres. for Student Affairs
Sterling College
Box 115
Sterling, KS 67579
Phone: (316) 278-4232
No. 9766 4W V

YOUNG, Veronica
Asst. Area Coordinator
University of Houston
4401 Wheeler Drive 1-112
Houston, TX 77004
Phone: (713) 743-6052
No. 21280 3 P

YOUNG, JR., W. Wayne
Resident Director/Grad Student
Texas A & M University
P.O. Box 4738
College Station, TX 77844
Phone: (409) 847-2488
E-mail: WWY5706@TAMVM1.TAMU.EDU
No. 20672 3 S

YOUSSEF, Fatma Mohamed
Director of Student Housing
American University in Cairo
PO Box 113 Kasr El Aini
Cairo Egypt A.R.E.
No. 15710 2 P

YOWELL, Susan K.
Dean of Students
Illinois College
1101 W College Avenue
Jacksonville, IL 62650
Phone: (217) 245-3011
No. 7380 4E V

YOZZI, David M.
Director Student Activities
Seton Hall University
Student Center
South Orange, NJ 07079
Phone: (201) 761-9096
No. 12759 2 P

YUEN, Richard
Assistant Dean of Students
Stanford University
PO Box 9546
Stanford, CA 94309
Phone: (415) 723-3681
No. 12289 6 P

YUHAS, Rosemary
Dean of Student Services
Lebanon Valley College
124 N. College-Wagner House
Annville, PA 17003
Phone: (717) 867-6234
No. 17041 2 V

YUNG, Adele F.
Graduate Assistant
Bowling Green State University
HESA/HIED 330 Ed. Bldg.
Bowling Green, OH 43403
Phone: (419) 599-3057
No. 20483 4E S

YURKEWECZ, Thomas
Dir-Business & Auxiliary Svcs.
Rensselaer Polytechnic Inst
Service Building
Troy, NY 12180-3590
Phone: (518) 276-6613
No. 5418 2 P

YUSKA, Joseph E.
Director of Outdoor Program
Lewis & Clark College
Campus Box 188
Portland, OR 97219
Phone: (503) 768-7117
Fax: (503) 768-7105
E-mail: yuska@lclark.edu
No. 10272 5 P

Z

ZACK, Gary
Vice President Student Service
Fontbonne College
6800 Wydown
Clayton, MO 63105-2508
Phone: (314) 889-1411
No. 11578 4W A

ZACKER, Terry
Asst. Dir./Campus Programs
Univ. of Maryland/College Park
1135 Stamp Student Union
College Park, MD 20742
Phone: (301) 314-7172
Fax: (301) 314-9634
No. 21035 2 P

ZAGORA, Marilyn A.
Counselor
Jamestown Community College
525 Falconer Street
Jamestown, NY 14701
Phone: (716) 665-5220
No. 9719 2 A

ZAHASKY, Julie
700 W. University #6-205
Flagstaff, AZ 86001
Phone: (602) 779-5833
No. 19966 6 S

ZAJKOWSKI, Peter G.
Academic Counselor
University of Rochester
Lattimore 312
Rochester, NY 14627
Phone: (716) 275-2354
No. 14140 2 P

ZAKELY, James G.
Dir. of Academic Advising
Univ. of Northern Colorado
2205 University Center
Greeley, CO 80639
Phone: (303) 351-1391
Fax: (303) 351-1332
E-mail: jzakely@goldng8.univnorthco.edu
No. 20885 4W P

ZANATO, Edward C.
Vice President
Pace University
One Pace Plaza
New York City, NY 10038
Phone: (212) 346-1370
Fax: (212) 346-1933
No. 1202 2 V

ZANDER, Art
Associate Director
Hofstra University
107 Student Center
Hempstead, NY 11551
Phone: (516) 463-6930
No. 15681 2 P

ZANNINI, Joseph A.
Associate to Vice Chancellor
Univ of Massachusetts-Amherst
249 West Street
Hatfield, MA 01066
Phone: (413) 545-5074
No. 19816 1 P

ZARN, Randall
Dir-Student Life & Development
Cal. State Univ., Long Beach
1250 Bellflower Boulevard
Long Beach, CA 90840
No. 20708 6 P

ZARVELL, Ray K.
Dir.-Educational Development
Bradley University
1501 W Bradley
Peoria, IL 61625
Phone: (309) 677-2420
No. 8248 4E P

ZEHTABCHI, Armin A.
25 Hollowglen
Irvine, CA 92714
Phone: (714) 733-3367
No. 17181 6 S

ZEIGLER, Darryl
Asst Dir - Int'l Students
Howard University
2400 6th Street N.W.
Washington, DC 20059
Phone: (202) 806-7517
No. 20461 2 P

ZEISS, Jane E.
807 Church Street, Apt. 406
Evanston, IL 60201
Phone: (708) 328-8231
No. 20957 4E S

ZELENSKI, Joe
Dean of Student Development
Illinois Valley Community Coll.
2578 E 350th Road
Oglesby, IL 61348-1099
Phone: (815) 224-2720
No. 4726 4E A

ZELLER, Chris
Dir. - Off Campus Student Svcs
U of California-Irvine
209 Administration
Irvine, CA 92717
Phone: (714) 856-7248
E-mail: cpz@orion.oac.uci.edu
No. 11158 6 P

ZEMAN, Ann C.
Director/Career Services
Bellarmine College
2001 Newburg Rd
Louisville, KY 40205-0671
Phone: (502) 452-8151
No. 13061 3 P

ZEMANOVICH, Joseph
Director of Student Services
Vanier College
821 Blvd Ste. Croix
St-Laurent, Canada H4L 3X9
Phone: (514) 744-7964
No. 11355 1 A

ZERMAN, William S.
Executive Director/Editor
Omicron Delta Kappa
Ste 118 Bradley Hall/U Kentuck
Lexington, KY 40506
Phone: (606) 257-5000
No. 18257 3 SMN

ZERN, Theodore
Associate Dean for Freshmen
Western New England College
1215 Wilbraham Road
Springfield, MA 01119
Phone: (413) 782-1312
No. 177 1 P

ZERWITZ, Ruth
11200 Lockwood Dr #115
Silver Spring, MD 20901
Phone: (301) 593-1653
E-mail: RZERWITZ@CMPS.UMD.EDU
No. 19608 2 S

ZICCARDI, Sheri A.
Graduate Assistant
100 Edjil Drive
Newark, DE 19713
Phone: (302) 831-1232
Fax: (302) 831-1452
E-mail: 51290@BRAHMS.UDEL.EDU
No. 18824 2 S

ZICK, Kenneth A.
Vice President-Student Life
Wake Forest University
PO Box 7374
Winston-Salem, NC 27109
Phone: (919) 761-5943
No. 11754 3 P

ZICKAFOOS, Shaun M.
Gen. Mgr./TSTI Housing
2010 Campus Drive
Waco, TX 76705
Phone: (817) 799-5885
Fax: (817) 799-5705
No. 21541 3 A

ZIEL, Donna
Asso Director Student Outreach
San Jose State University
One Washington Square
San Jose, CA 95192
Phone: (408) 924-2564
No. 4162 6 P

ZIELINSKI, Walter E.
VP & Dean for Student Affairs
Tiffin University
155 Miami Street
Tiffin, OH 44883
Phone: (419) 447-6442
No. 9905 4E A

ZIMMER, Lorna
Director-Student Asst Center
University of Kansas
133 Strong Hall
Lawrence, KS 66045
No. 6208 4W P

ZIMMERMAN, Allen
Dean of Students
Cleveland Institute of Art
11141 East Boulevard
Cleveland, OH 44106
Phone: (216) 421-7429
No. 15603 4E P

ZIMMERMAN, Bruce
Director of Auxiliary
Univ of Southern Colorado
2200 Bonforte Boulevard
Pueblo, CO 81001
Phone: (719) 549-2149
Fax: (719) 549-2857
No. 2411 4W A

ZIMMERMAN, Elwyn
Dir. of Counseling Center
Albion College
Albion, MI 49224
Phone: (517) 629-0236
E-mail: EZimmerman@Albion.Bitnet
No. 8292 4E P

ZIMMERMAN, Marian K.
Dean of Students
Indiana-Purdue University
2101 Coliseum Blvd East
Fort Wayne, IN 46805
Phone: (219) 481-6595
No. 21206 4E P

ZIMMERMAN, Tamera
Dir of Counseling Center
Keene State College
Elliot Hall/229 Main Street
Keene, NH 03435-2803
Phone: (603) 358-2437
No. 20976 1 P

ZIPP, Douglas
Assistant Director
University of Rochester
200 Gilbert Hall
Rochester, NY 14627
Phone: (716) 275-5685
No. 14181 2 P

ZIZOS, Anthony
Associate Dean-Student Affairs
University of New Hampshire
21 Autumn Place
East Rochester, NH 03868
Phone: (603) 862-2053
No. 9334 1 P

ZOCCO, Meg Watrobski
Associate Dean of the College
Wesleyan University
Dean's Office
Middletown, CT 06457
Phone: (203) 347-9411
E-mail: MZOCCO@WILLET.WESLEYAN.EDU
No. 8743 1 P

ZOLL, Michael
Assoc. Dean of Students
Harvey Mudd College
301 East 12th St
Claremont, CA 91711-5990
Phone: (909) 621-8301
Fax: (909) 621-8494
E-mail: MZOLL@HMC.ADM.EDU
No. 9802 6 P

ZOLLER, Heather
Residence Life Coordinator
Ohio Wesleyan University
Office of Res Life HWCC Rm 225
Delaware, OH 43015
Phone: (614) 369-4431
No. 17635 4E P

ZOMALT, Ernest
Executive Vice President
Cal State Univ-San Marcos
820 W. Los Vallecitos
San Marcos, CA 92096
Phone: (619) 752-4950
No. 14866 6 V

ZUEHLKE, Zach L.
Director of Student Life
Atlanta College of Art
1280 Peachtree Street, NE
Atlanta, GA 30309
Phone: (404) 898-1161
No. 11121 3 A

ZUEL, Kelli S.
Assistant Director
University of Kansas
400 Kansas Union
Lawrence, KS 66045
Phone: (913) 864-4861
No. 17053 4W P

ZUIDEMA, Douglas L.
Student Affairs Administrator
University of Texas-Austin
Dean of Student Office
Austin, TX 78713
Phone: (512) 471-6259
Fax: (512) 471-7388
E-mail: DSDZZ@UTXDP.DP.UTEXAS.EDU
No. 19109 3 P

ZUKE, Nannette Nero
Campus Center Manager
University of New England
Hills Beach Road
Biddeford, ME 04005
Phone: (207) 283-0171
No. 19891 1 P

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Q. If the institution has designated me as the voting delegate, do I have to join NASPA as an individual?

A. No. As the voting delegate to NASPA, your membership is included in your institution's membership. Other individuals on your campus are now qualified to join NASPA at the reduced professional affiliate member rate. Full-time students may join at the student rate.

Q. When does my membership expire?

A. The expiration date is one year after the month you join; the only exception is NASPA institutional memberships, which are renewed from July 1 to July 1 of the following year. All memberships are renewed annually.

Q. What are the benefits of institutional membership?

A. Institutional membership ensures a college or university a definitive role in the activities of NASPA. Voting delegates (senior student affairs officers holding institutional membership) elect NASPA presidents and vice presidents; vote on membership issues, e.g., bylaws changes; receive all NASPA monographs as they are published; are informed of governmental concerns in education as they evolve; are sent reports of key issues by the NASPA president; receive additional publications such as *Points of View*, special reports purchased by NASPA from other associations (i.e., ACHA and ACE), salary surveys, and research reports; and may register for conferences and workshops at the member rate.

Also, professional staff and faculty at member institutions may join at the reduced membership rate. Incidentally, all professional affiliates and faculty affiliates in addition to the voting delegates of a region elect the regional vice president.

Q. What can I do to help ensure I receive all my NASPA mailings and that my address appears correctly in the *NASPA Member Handbook*?

A. Notify the NASPA office as soon as you know your new address and phone number. If possible, send a mailing label or a copy of it so the change can be made promptly.

Q. When would I be considered a faculty affiliate as opposed to a professional affiliate?

A. Full-time faculty of nonmember institutions are considered faculty affiliates. A faculty affiliate is entitled to join at the special rate of $50 per year.

Q. How often are NASPA publications mailed?

A. The *NASPA Forum* is mailed to all members monthly, except for the summer months, and the *NASPA Journal* is mailed quarterly. Other periodic publications are sent to the voting delegates as they become available.

Q. How can I become involved in NASPA state and regional activities?

A. Each new member of NASPA receives a copy of the member handbook. It contains the names, addresses and telephone numbers of national and regional NASPA leadership. If you are interested in joining a network or getting involved in another way, feel free to contact the leadership listed in the handbook. You will receive notice of all regional activities. In addition, the monthly *NASPA Forum* will contain calendar reminders.

Q. What happens to my membership if my institution decides not to renew its membership?

A. You may continue to be a member of NASPA as an associate affiliate at a cost of $138 per year. Contact your regional membership coordinator or the NASPA office for an application.

Q. I work on a campus that is a NASPA member. Can I attend the conference or purchase publications at the member discount rate?

A. No. You must hold an individual membership as a professional affiliate or student affiliate.

1994–95
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Student affairs administrators, faculty members, or staff members at member institutions

Student Affiliates $30
Graduate students who are studying student affairs and are not full-time employees of any institution

Faculty Affiliates $50
Full-time teaching faculty at a nonmember institution

Associate Affiliate $138
Student affairs administrators at a nonmember college or university campus, or staff persons of educationally related groups, or administrators of student affairs or those engaged in professional work related to student affairs who are employed in postsecondary institutions not eligible for membership

Emeritus Affiliate $40
Former voting delegates, professional affiliates, or associate affiliates who are officially designated as retired by their institutions and who are no longer employed full time in higher education.

Subscribing Members

For-profit Members $373
Individuals, organizations, manufacturers, or suppliers of goods and services that operate for profit and support the policies, purposes, and activities of NASPA

Nonprofit Members $138
Educational associations, governmental agencies, and other nonprofit groups supportive of NASPA's goals other than colleges and universities.

INSTITUTIONAL DUES MATRIX

Total Educational & General Fund Expenditures (excluding auxilliaries)	Full-Time Enrollment Equivalent									
	A	B	C	D	E	F	G	H	I	J
Dollars	0–999	1,000–1,999	2,000–3,499	3,500–4,999	5,000–7,999	8,000–10,999	11,000–14,999	15,000–19,999	20,000–29,999	Over 30,000
0–1,999,999	235	304	352							
2,000,000–3,999,999	251	314	363	432						
4,000,000–5,999,999	261	331	384	453	517					
6,000,000–9,999,999	271	341	406	469	534	587				
10,000,000–14,999,999	298	357	426	506	570	645	714			
15,000,000–19,999,999	309	379	448	534	581	655	725	800		
20,000,000–29,999,999	326	389	459	549	597	667	740	821	885	
30,000,000–49,999,999	336	411	474	560	619	693	762	832	901	970
50,000,000–99,999,999	346	426	496	576	661	730	815	901	976	1,045
100,000,000–175,999,999	357	442	506	587	672	752	826	917	986	1,056
176,000,000–250,000,000	378	459	534	613	682	773	853	933	1,008	1,066
Over 250,000,000	394	474	549	624	704	783	863	943	1,018	1,082
Institutions outside USA & Canada			278							

NASPA Membership Application

NASPA MEMBER ID NUMBER (IF RENEWING OR REINSTATING)

NAME PHONE NO.

TITLE FAX NO.

INSTITUTION

MAILING ADDRESS (☐ OFFICE ☐ HOME)

CITY STATE ZIP

BITNET/INTERNET NO.

☐ NEW MEMBER ☐ RENEWAL ☐ REINSTATEMENT

MEMBERSHIP CATEGORY

☐ Institutional (see dues matrix on page 273)
☐ Professional Affiliate $50
☐ Associate Affiliate $138
☐ Faculty Affiliate $50
☐ Emeritus Affiliate $40
☐ Student Affiliate $30

Subscribing Member
☐ For Profit Member $373
☐ Nonprofit Member $138

Student Applications: Graduate student status of those applying for student affiliate membership must be certified below by a NASPA professional affiliate or by the student's advisor that the applicant is not a full-time employee of any institution:

Certified by:
Name Position

Please remit payment (in U.S. funds only) with application. Make check payable to NASPA. VISA and MasterCard are the only credit cards accepted.

☐ VISA ☐ MasterCard Card # Expires:

Card Holder Name Signature

DEMOGRAPHIC INFORMATION

Gender
☐ Male
☐ Female

Ethnic Background
☐ African American
☐ Asian American
☐ Native American
☐ Hispanic
☐ Caucasian
☐ Other

Education
☐ Doctorate
☐ Post Master's Certificate
☐ Master's
☐ Bachelor's
☐ Associate
☐ Other

NASPA NETWORK PREFERENCE (Select no more than 2)

☐ 1. Adult Learners/Commuter Students
☐ 2. Community Colleges
☐ 3. Disability Concerns
☐ 4. Enrollment Management
☐ 5. Educational Equity and Ethnic Diversity
☐ 6. Fraternity and Sorority
☐ 7. Gay, Lesbian, Bisexual Concerns
☐ 8. New Professionals
☐ 9. Small Colleges
☐ 10. Urban Colleges and Universities
☐ 11. Women in Student Affairs
☐ 12. International Education

Return this form and payment to: NASPA, Drawer No. 0023, Washington, D.C. 20073-0023

For NASPA Office Use Only

Date Received: Check # Amount: $

CC Ref:

NASPA Publications

Books

A Student Affairs Guide to the ADA and Disability Issues
Dan Ryan and Maureen McCarthy, eds.
This book provides a comprehensive guide to an institutional response to the Americans with Disabilities Act (ADA). It gives practical advice for responding to students and professionals with disabilities, and examines in detail special topics such as learning disabilities, AIDS/HIV, and technology.
$10.00 NASPA members, $12.00 nonmembers

Different Voices: Gender and Perspective in Student Affairs Administration
Jane Fried, ed.
Do female administrators approach their work differently than male administrators? This monograph examines some of the assumptions underlying student affairs administration and student development education, particularly those concerning sex-role socialization. Throughout this book, the authors describe the effects of sex-role socialization and some of the implications for student affairs administration.
$10.00 NASPA members, $12.00 nonmembers

Diversity, Disunity, and Campus Community
Melvin C. Terrell, ed.
Cultural diversity is emerging as both a theoretical and a highly pragmatic discipline in its own right, especially for student affairs professionals who set the tone for the campus through attitude, behavior, and programming. This book demonstrates how, through research and experiences, student affairs practitioners can provide academic as well as managerial leadership in achieving cultural diversity.
$7.95 members, $9.95 nonmembers

Working with International Students and Scholars on American Campuses
David McIntire and Patricia Willer, eds.
The presence of international students on our college and university campuses is a major benefit to the American higher education system, providing campuses with the benefits of cultural diversity and pluralism. However, international students and scholars face some immense hurdles in adjusting to the American educational system. This book examines some of the special conditions affecting international students and scholars and the particular needs they have within the American educational system.
$7.95 members, $9.95 nonmembers

The Role and Contribution of Student Affairs in Involving Colleges
George D. Kuh and John H. Schuh, eds.
Based on information collected in the College Experiences Study, the authors examine how student affairs staff promote student involvement in out-of-class learning opportunities at a variety of colleges. Case analyses of seven involving colleges are featured and recommendations for student affairs staff desirous of developing campus environments, policies, and practices that promote student learning are presented.
$11.95 members, $16.95 nonmembers

Puzzles and Pieces in Wonderland: The Promise and Practice of Student Affairs Research
Karl J. Beeler and Deborah Ellen Hunter, eds.
Allegorical references to Wonderland on the topic of student affairs research within this book are more than whimsical. Discover the similarities between the Wonderland environment as Alice experienced it and the campus environment as student affairs professionals perceive it.
$7.95 members, $9.95 nonmembers

The Role of Student Affairs in Institution-Wide Enrollment Management Strategies
Alan Galsky (ed.)
Enrollment management has become increasingly popular. Through enrollment management, colleges and universities attempt to coordinate several or all of its services that affect students to increase the quality of those services. This book explores the topic in relation to ethnic minority student recruitment, financial assistance, and cocurricular activities and residential life.
$7.95 members, $9.95 nonmembers

The Invisible Leaders
Student Affairs Mid-Managers
Robert B. Young, ed.
This practical reference explores the mobility of mid-managers and their role responsibilities; and the ambiguities and conflicts they experience. Also included are job responsibilities and satisfactions of mid-managers in different types of colleges and the perceptions about mid-managers in one institution.
$7.95 members, $9.95 nonmembers

The New Professional
A Resource Guide for New Student Affairs Professionals and Their Supervisors
What are the concerns, fear, opportunities, and needs of a new practitioner starting up the career ladder in higher education? How can young professionals become older professionals who have not lost their enthusiasm and commitment for a career in student affairs? These are the questions this practical guide examines. Includes a handy appendix of most higher education associations and their addresses and publications.
$7.95 members, $9.95 nonmembers

From Survival to Success
Promoting Minority Student Retention
Melvin C. Terrell and Doris J. Wright, eds.
Addressing ethnic minority students' academic and personal development needs effectively is a challenge for America's colleges and universities. This book offers college and university administrators, their staff and faculty an inside view to understanding ethnic minority students. It examines cultural conflicts ethnic minority students may face.
$7.95 members, $9.95 nonmembers

Student Affairs and Campus Dissent
Reflection of the Past and Challenge for the Future
Keith M. Miser, ed.
As in the late 1960s and early 1970s, several campuses across the country are experiencing periods of student unrest. Student affairs professionals often find themselves "in the middle," providing institutional leadership to protect the rights of the dissenters, to foster communication, to negotiate issues to avoid disruption, and to develop/interpret institutional policies. This practical book provides strategic principles student affairs professionals can use to address student activism. Includes an appendix of four institutions' policies on campus dissent.

$5.95 members, $7.50 nonmembers

Alcohol Policies and Practices on College and University Campuses
Joan S. Sherwood, ed.
This monograph addresses one of the nation's most serious problems: substance abuse. Not only does this book initiate useful dialogue on campuses, it suggests how to establish effective policies. The policies described in this book are from the Interassociation Task Force on Alcohol Issues which represents nearly all college administrators and student leaders involved in student affairs work. This book should be on every student affairs professional's bookshelf!

$5.95 members, $7.50 nonmembers

Points of View
In 1937, the American Council on Education published The Student Personnel Point of View. This statement was updated in 1947. These statements have served as a foundation document for the student affairs profession. NASPA revisited The Student Personnel Point of View in 1987 and commemorated its 50th anniversary by publishing A Perspective on Student Affairs. Points of View is a compendium of all three statements. This practical book outlines the beliefs that guide the student affairs profession. This book is a must for very graduate student or new profession.

$5 members, $7 nonmembers

Opportunities for Student Development in Two-Year Colleges
Don G. Creamer and Charles R. Dassance, eds.
Written by eight student affairs practitioners at two-year colleges, this book looks at some of the conditions inherent at two-year colleges that may not stimulate students' development—short-time duration, commuter status of students, part-time enrollment patterns, the dominance of a career-oriented curriculum, and infrequent student/faculty or student/student interaction. Principles for practice are suggested as a summary to guide the practitioner.

$5.95 members, $7.50 nonmembers

Private Dreams, Shared Visions
Student Affairs Work in Small Colleges
George D. Kuh and Andrea McAlleenan, eds.
This valuable book underscores the importance of student affairs work to the small college mission. It should be particularly useful to student affairs staff new to small colleges and to graduate students deciding what kind of institution will provide the best match between altruistic, service-oriented aspirations and personal development needs. Each chapter illustrates the contributions of student affairs staff to the sense of personalism that pervades the small college campus—from students' relationships with peers, staff, and faculty to the unique contributions of residential life programming.

$5.95 members, $7.50 nonmembers

Translating Theory into Practice
Implications of Japanese Management Theory for Student Personnel Administrators
William L. Deegan, Brenton Steele, and Thomas B. Thielen
This monograph examines the major components of Japanese management theory and discusses the potential implications for student affairs administration. It also presents three models, based on components of Japanese management theory, which student affairs professionals can adapt for experimentation and research at their own campuses.

$5.95 members, $7.50 nonmembers

Risk Management and the Student Affairs Professional
Hilda F. Owens, ed.
Written in an informative yet entertaining manner, this book sets the stage for student affairs professionals to consider risk management by identifying some elements of professional responsibility, and exploring issues of special concern to practitioners on a residential campus and offering suggestions for managing those special risks.

$5.95 members, $7.50 nonmembers

Career Perspectives in Student Affairs
Alan F. Kirby and Dudley Woodard, eds.
Designed for persons considering student affairs as a possible career, this book is written in a personal manner. The authors share their perspectives with the reader. Topics covered include careers in student affairs, emotional dilemmas faced during the transition from graduate school to career employment, professional development, thoughts on career advancement, and a look to the future. Includes a selected bibliography.

$5.95 members, $7.50 nonmembers

NASPA Resources
Involuntary Termination
What If It Happens To You?
Involuntary termination is personally traumatic, no matter what the circumstances. This handy guide will help all chief student affairs officers and others in student affairs prepare for the possibility of involuntary termination. This booklet discusses how to handle this situation creatively and positively when it happens to you.

$5 members, $7 nonmembers

NASPA Salary Survey
This survey of student affairs professionals provides an essential reference for planning budgets, marking salary trends, evaluating pay plans, and managing resources effectively. Categories include chief student officers' salaries by education level and region, education level and race, gender and education level, and education level and size and enrollment, to name a few.

$5

Consider a Career in College Student Affairs
This brochure helps college students explore the field of student affairs. It answers such questions as "What are the benefits of a career in student affairs?" and "Who should consider a career in student affairs?" It also includes a handy checklist of steps to take to learn more about the profession.

$5.

Publications Order Form

Ship to:

Name _____ NASPA ID No. _____

Mailing Address _____
(please provide a street address for UPS delivery)

_____

City _____ State _____ Zip _____

Daytime Telephone No. _____

Qty.	Title	Price	Subtotal

Add Shipping and Handling Charge	
Rush Delivery Additional Charge	
Total Enclosed	

Shipping and Handling Charge:

Total Order	Fee
$20.00 and under	$ 3.50
$20.01 - $49.99	$ 6.00
$50.00 and over	$10.00

Payment Method: Payment Enclosed $ _____

☐ Check or money order ☐ Visa ☐ MasterCard
(payable to NASPA)

Credit Card No. _____ Exp. Date _____

Signature _____

Return form and payment to:

NASPA, 1875 Connecticut Avenue, NW, Suite 418, Washington, D.C. 20009-5728
202/797-1157 FAX • 202/265-7500

Personal Directory

Name and Address	**Telephone/Fax Number**

Personal Directory

Name and Address	**Telephone/Fax Number**

Personal Directory

Name and Address	**Telephone/Fax Number**

NASPA Regional and National Professional Development Calendar 1994-95

1994

October 6-8
Legal Issues in Student Affairs Conference [Cosponsored by National Association of College and University Attorneys (NACUA) and NASPA], Salt Lake City, UT
Contact: Annlouise Roark, NACUA Office, 202-833-8390

October 26
NASPA Teleconference: "Look Who's Coming to College: A New Understanding of Today's Students," Washington, DC
Contact: Robert Ward, NASPA Office, 202-265-7500

October 29-31
Region III Annual Regional Conference, Nashville, TN
Program Chair: Johan Madson, Vanderbilt University, 615-322-2436

November 3-6
Region IV-W Annual Regional Conference, Aspen, CO
Chair: Judy Jones, University of Northern Colorado, 303-351-2303

November 4
Region II New Professionals Conference, Trenton State College, NJ
Chair: Dan Raimondo, Canisius College, 716-888-2190

November 10-12
Region IV-E New Professionals Institute and Mid-Level Directors Institute, Fort Wayne, IN
Chair: Barbara Jones, Ball State University, 317-285-5036

November 10-12
Symposium for Women Preparing to Become Senior Student Affairs Officers, Boston, MA
Chair: Jan Walbert, Beaver College, 215-572-2933

November 13-16
Region I Annual Regional Conference, Burlington, VT
Chair: Mary Anne Ives, University of Connecticut, 203-486-3412

1995

January 18-21
Regions V and VI Management Institute and Western Regional Conference, Salt Lake City, UT
Chair: Marjorie van Vooren, Boise State University, 208-385-1583

February 4-6
Region IV-E Annual Regional Conference, Dearborn, MI
Chair: Theresa Powell, Western Michigan University, 616-387-2152

March 23-26
NASPA Annual Conference, San Diego, CA
Chair: Sue Weitz, Gonzaga University, 509-328-4220, Ext. 4100

May 31-June 4
Region III New Professionals Institute, University of North Carolina-Charlotte, NC
Chair: Almeda Jacks, Clemson University, 803-656-2161

June 11-14
Region III Chief Student Affairs Officers Conference, San Antonio, TX
Chair: Suzi Batchelor, Texas Christian University, 817-921-7926

June 24-28
Regions I and II Mid-Level Institute, Location TBA
Chairs: Region I: Corinne Kowpak, Springfield College, 413-748-3100; Region II: Joanne Conlon, SUNY-Stony Brook, 516-632-6750 or Dennis Murphy, Gettysburg College, 717-337-6900

July 8-14
Richard F. Stevens Institute, Resort at The Mountain, Welches, OR
Chair: John Halstead, University of Maine, 207-581-1430

FOUND AN ERROR?

NASPA has done everything possible to ensure that the information in this handbook is correct. However, sometimes errors do occur. If you find any information in this handbook that is inaccurate or out of date, please let us know and we'll correct our records.

Note: If you joined or changed your membership data after June 14, 1994, the information will not be included in this directory.

Dear NASPA,

The information about me in the 1994-95 NASPA Member Handbook is incorrect. Please update your records to show the following:

Name _____

Title _____

Institution _____

Address _____

City _____ State _____ Zip _____

Telephone Number _____ Fax Number _____

E-mail Address _____

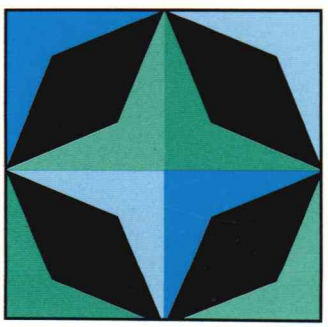
Comments _____

_____

_____

Please return via mail or fax to

National Association of Student Personnel Administrators
1875 Connecticut Avenue, NW
Suite 418
Washington, DC 20009-5728
(202) 797-1157 Fax ■ (202) 265-7500 Voice



National Association of Student Personnel Administrators

1875 Connecticut Avenue, NW
Suite 418
Washington, DC 20009-5728
TEL: 202.265.7500
FAX: 202.797.1157
E-MAIL: Office @ naspa.org